

Bipartisan Infrastructure Law

Performance Improvement Council

February 8, 2022



Ookla Speedtest & Form 477

Lowndes County, AL

*Based on median speeds reported in Ookla Speedtests from Jul - Dec 2020 and FCC Form 477 reporting from the same time period. Hashed census blocks shown had median speed test results below the FCC benchmarks of 25/3 Mbps. Census blocks shown in red had no ISPs reporting consumer terrestrial broadband services at the 25/3 Mbps threshold.

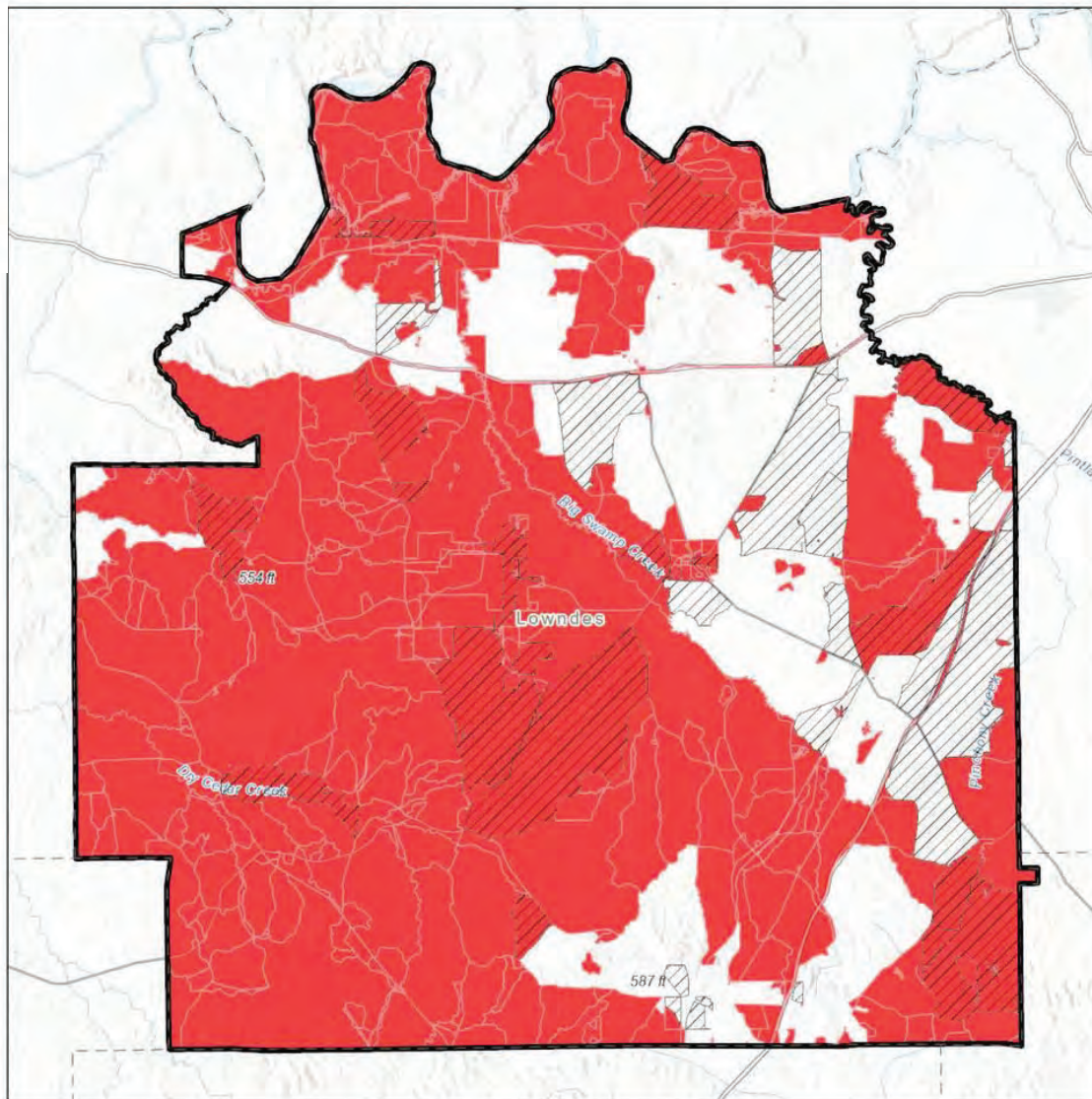
0 2 4 6 8 10 Miles

Legend

- County Boundary
- No Consumer Terrestrial Broadband Reported
- Median Speed Test Values Below 25/3 Mbps



No consumer terrestrial broadband reported



Vision and Values for Implementation

On-task, on-time, on budget – Core to our work is getting this bill delivered efficiently, spending taxpayer dollars both wisely and well.

Vertical and horizontal integration – Working across all levels of government to deliver projects and outcomes, breaking down silos to ensure there is integration, not just coordination.

Facilitate, link, leverage – Our office's role is to facilitate support where it is needed most, link people across agencies together and leverage our collective assets to get the job done.

Our Priorities

- Invest public dollars wisely & well;
- Buy American and increase the competitiveness of the U.S. economy by bolstering domestic manufacturing and manufacturing supply chains;
- Create good-paying job opportunities;
- Invest public dollars equitably;
- Build stronger, resilient infrastructure; and,
- Effectively coordinate with State, local, Tribal, and territorial governments.

What's in the Bipartisan Infrastructure Law

375+ unique
programs at over a dozen
federal agencies

125+ new
programs across 9
federal agencies
representing >25% of
total spending



90%+ of these investments will be
delivered by non-federal partners

~60% flowing through formula
programs

~38% of funding contains provisions
that allow for expanded federal cost sharing
arrangements – particularly for rural and
disadvantaged communities.

Major Areas for Implementation

Program/Area	Funding	Agency	Our Goal
1. Broadband	\$65B	DOC, FCC, USDA	<ul style="list-style-type: none"> Deliver high-speed, affordable internet to every American
2. Bridge Replacement	\$40B	DOT	<ul style="list-style-type: none"> Replace the most economically significant bridges, and thousands of off-system bridges in communities across the country
3. Lead Pipes	\$15B	EPA	<ul style="list-style-type: none"> Eliminate 100% of the nation's lead pipes and service lines
4. Rail/Amtrak	\$66B	DOT	<ul style="list-style-type: none"> Eliminate the Amtrak maintenance backlog, modernize the Northeast Corridor, and expand rail service across the country
5. Grid Infrastructure	\$19B	DOE	<ul style="list-style-type: none"> Build thousands of miles of new, resilient transmission lines to facilitate the expansion of clean energy
6. Clean Energy Expansion	\$21.5B	DOE	<ul style="list-style-type: none"> Develop cutting-edge clean energy technologies through the creation of the Office of Clean Energy Demonstration.
7. Remediation	\$22B	DOI, EPA	<ul style="list-style-type: none"> Cleanup superfund sites, abandoned coal mines, and brownfields, and cap orphaned oil and gas wells in communities across the nation.
8. Electric Vehicle Charging	\$7.5B	DOT, DOE	<ul style="list-style-type: none"> Build a national network of 500,000 EV chargers to accelerate the adoption of EVs, reduce emissions, and create good-paying jobs
9. Resilience	\$48B	Multiple	<ul style="list-style-type: none"> Make our communities safer against droughts, hurricanes, heat, floods and wildfires, hurricanes, and cyber attacks.
10. Ports	\$17B	DOT, Army Corps	<ul style="list-style-type: none"> Strengthen our supply chains and reduce bottlenecks at our ports

Hit the Ground Running

Key Progress in first 2 Months

- **Over \$80 Billion announced, allocated or headed to states, territories, and local governments:**
 - Highways/roads- \$52.5 billion to states
 - Bridges- \$5.3 billion allocations to states
 - Army Corps - \$14 billion for 500 projects*
 - Water- \$7.4 billion in funding allocations to states
 - Airports- \$3 billion to over 3,075 airports
 - Orphan Wells- \$1.15 billion allocated for 26 states
 - Superfund cleanup- \$1 billion to 49 sites across 24 states
- **Key plans, offices set up and public notice periods for:**
 - Clean Energy Demonstrations
 - Electric Vehicle Chargers
 - High Speed Internet/Broadband
 - Grid Modernization
 - Lead Pipes & Paint
 - Orphan Wells



Your agency seal goes here. We're using DOJ as an example here.

Agency Priority Goal | Action Plan | FY XX – QX

Goal title goes here

Goal Leader(s):

Name and Title of Goal Leader(s) and Deputy Goal Leader(s)

Goal Overview

Goal statement

- [The APG statement generally includes two sentences: a.) an impact statement that describes the broader outcome, problem, or opportunity being addressed; and b.) a clear statement explaining what the agency wants to achieve including where possible, the key metric or milestone that will indicate goal success. A quantitative target within the goal statement is strongly encouraged to focus organizational efforts on the desired future state and those actions needed to achieve goal performance]

Problem to Be Solved

- [One or two bullet points explaining the challenge to be addressed. This could include an overarching problem that this goal is trying to address and should be quantified where possible.]

What Success Looks Like

- [One or two bullet points explaining what success looks like, including outcome advanced by objectives in agency strategic plan. If possible, this should be expressed in terms of the key metric we wish to influence and have an outside-in perspective.]

*****May include additional slides for discussing the challenges or opportunities of the APG, where context is helpful to describe the extent of the problem.*****

Goal target(s)

In the table below, please repeat the key metrics included in the goal statement (previous slide) that will be used to track progress.

Please update this column each quarter.

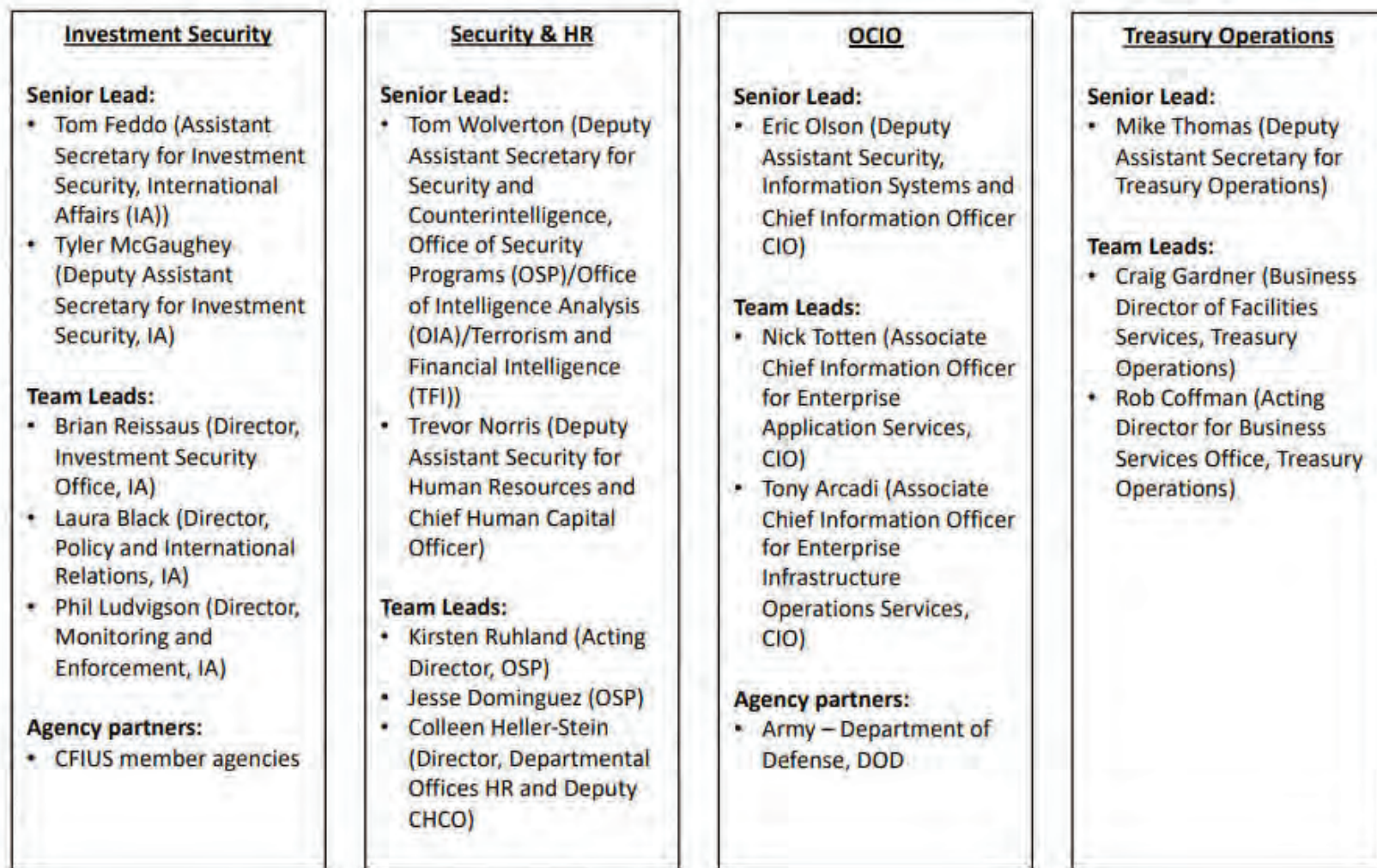
Achievement statement		Key indicator(s)	Quantify progress			Frequency
Repeat the achievement statement from the goal statement on the previous slide		A “key performance indicator” measures progress toward a goal target	These values enable us (and you!) to calculate % complete for <u>any</u> type of target*			When is there new data?
By...	We will...	Name of indicator	Target value	Starting value**	Current value	Update cycle
00/00/00						

* Even qualitative targets! If the target is to achieve a qualitative outcome, quantify progress this way: 1=“Yes, we achieved it”, 0=“No, not yet”

** As of 10/1/2021

Goal Team

[Identify the goal team, including the core staff positions, offices, and Bureaus/Components that comprise the Implementation Team contributing to overall management of the project. **Visual representation of the goal implementation team governance structure is recommended over text description where possible.]**



Goal Strategies

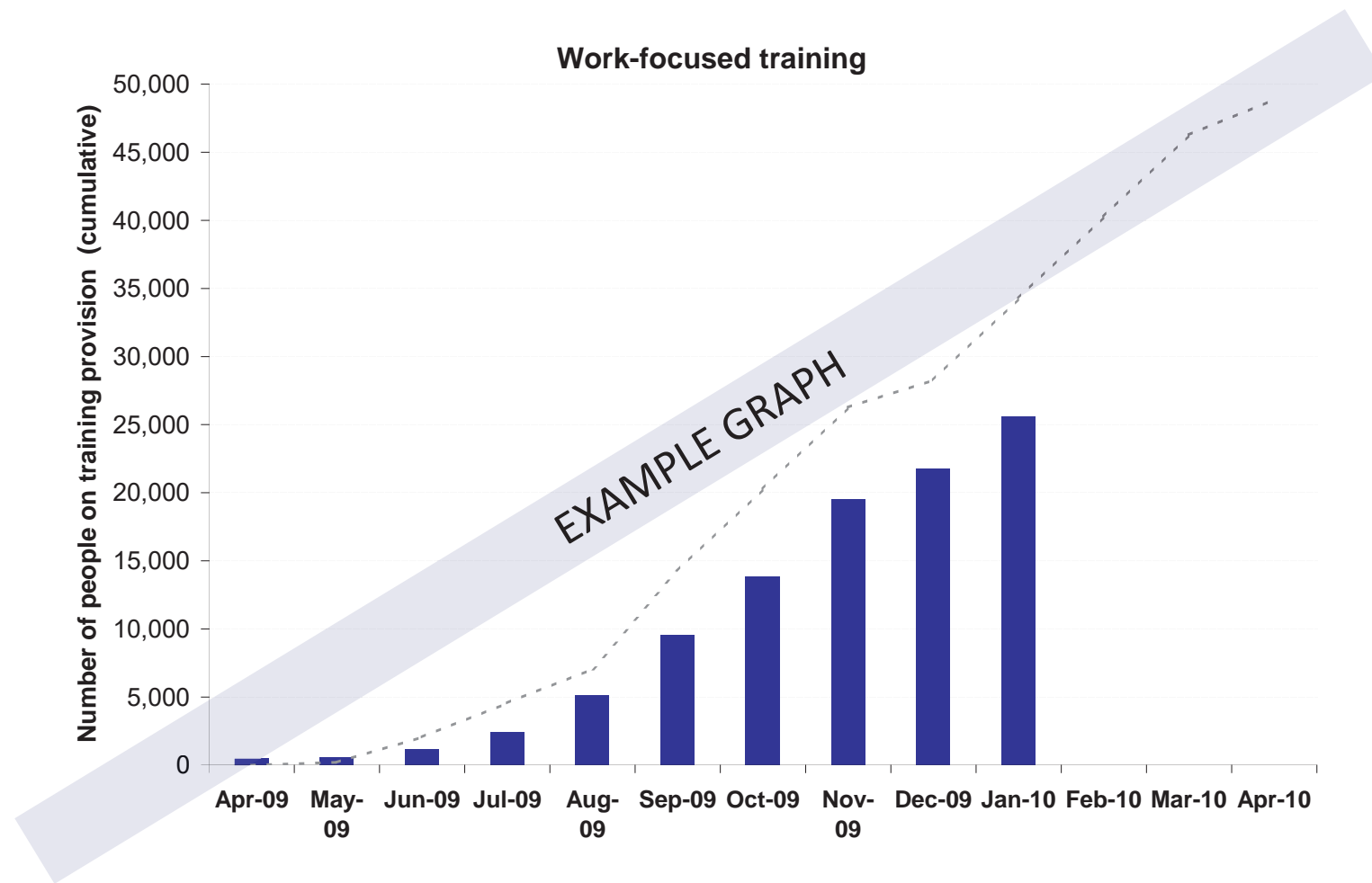
- [Include the discussion of strategies and actions that will be pursued to achieve the goal. You may also want to include a list of key external factors that impact goal achievement and proposed mitigation actions.
- A Visual Representation (chart, table, etc.) of the key elements of the strategy may be helpful (e.g., a logic model showing how the activities will lead to outputs and then outcomes).]

Strategies Example: For an APG that is focused on “Improve Forecasting Accuracy and Lead Times for High-Impact and Extreme Weather,” Increase Computing Capacity, Achieve Higher Model Resolution and Physics, Improve Data Assimilation Methodology, and Incorporate New Satellite Observations into Numerical Weather Prediction (NWP) Models should all be listed as strategies.

*****May include additional slides if needed and/or be integrated with previous slide by incorporating the Goal Implementation Team visualization.*****

Key indicators

- [Visual Representation (chart, graph, table, etc.) of one or more of the quantitative measures that will signal the progress of the initiative. Where possible include a clear indication of baseline and target.
Potentially One Slide for Each Indicator or Strategy.]



Key milestones

- [Short overview of the strategy for context, and additional explanation if needed from previous Goal Strategies slide; identify changes to strategies as needed as part of progress updates]
- [Recent action]
- [***Potentially One Slide for Each Strategy; remember to delete text in italics below column headers before submitting final for publication***]
- In the Milestones Summary below, consider adding metric-based milestones related to your key indicator(s) from the Goal Status slide, if appropriate. E.g., By Q3 of 2022, produce 400 widgets (of 1,000 widget final target).

[illegible]

Narrative – FY XX QX

Include a brief discussion of the progress made in the most recent quarter. Speak to any new data, whether you met or missed any targets for this quarter and any analysis which might indicate why you met or missed it. Describe whether overall the goal is on target for accomplishing the main target. If concerns exist on making the target, discuss those here.

Also note here any accomplished milestones, and celebrate successes in goal achievement and progress as applicable.

Data accuracy & reliability

[Where applicable, include a brief discussion on the sources of data for the portfolio of key performance measures, indicators described above, quality of performance data and means used to verify and validate the data, any limitations to the data, and actions taken to mitigate data limitations.

Agencies may also wish to provide more in depth discussions on methodology and data sources, which may also be inserted here. Agencies may also choose to link to more detailed discussions of data verification, validation, accuracy, reliability that are contained in the APP.]

Additional information

Contributing Programs

[If not previously identified and incorporated as part of the agency's discussion of implementation strategies, identify contributing programs here both within the agency in addition to programs or partners outside the agency. Not every category may be applicable to each goal.]

Organizations:

- Organization - contribution

Program Activities:

- Program Activity - contribution

President's Management Agenda

- CAP Goal – linkage to / contribution

Regulations:

- Regulations - contribution

Tax Expenditures:

- Expenditure - contribution

Policies:

- Policy – contribution

Other Federal Activities:

- Activity – contribution

Stakeholder / Congressional Consultations

Describe how the agency incorporated any views or suggestions through consultations held w/ Congress or other stakeholders

Overall goal status

X the option that feels most appropriate based on your judgment and the information in this Action Plan. Help people, including leaders and allies, understand the status of your goal at-a-glance

☐

Ahead

Check if progress toward this goal is ahead of where you expected it to be

☒

On track

Check if progress toward this goal is right about where you expected it to be

☐

Delayed

Check if progress toward this goal is delayed—it is behind where you expected it to be but you do not consider it “blocked”

☐

Blocked

Check if progress toward this goal feels “blocked”—something is preventing the goal team from making meaningful progress

INTERNAL-ONLY

This slide will not be included in public reporting

Blocked? That’s normal.

Saying “We’re blocked” is your chance to put the ball in leadership’s court. It says your team is trying their best but something is in their way—and help removing it would be a breakthrough.

What is blocking your team? (Optional)

Describe your blocker in 1-3 sentences, to the extent you feel comfortable

PIO Council Meeting

April 14, 2020

1:00-2:00 PM

(b) (6)



COVID-19 Response / Impact

Open Discussion



Performance Timeline Changes

- **Priority Goal Reporting: FY 2020 Q1 Quarterly Performance Update**
 - The FY 2020 Q1 Quarterly Performance Update for Priority Goals will be merged into the FY 2020 Q2 Quarterly Performance Update. Agencies and CAP Goal Teams will update their Q2 Implementation Action Plans to summarize all progress achieved and milestones accomplished to date in FY 2020 (See OMB Memorandum M-20-21).
- **2020 Strategic Review: Summary of Findings by Strategic Objective Submission**
 - In order to accommodate delays experienced by Agency PIO teams to internal data collection and analyses stemming from prioritization of work efforts for COVID-19 response, ***the Summary of Findings by Strategic Objective submissions to OMB is moved to June 26, 2020.***

Summary: Performance Timeline Changes

Previous Deadline	New Deadline	Description	Section of OMB Circ. A-11, Part 6
Apr. 16, 2020	<i>Revised to align w/ Q2 Reporting</i>	<i>Publish</i> FY 2020 Q1 Quarterly Performance Update for FYs 2020-2021 APGs and CAP Goals	-Public Reporting (210) -Cross-Agency Priority Goals (220) -Agency Priority Goals (250)
May 15, 2020	<i>June 26, 2020 (change)</i>	Agencies submit for OMB review: -Strategic Objective Summary of Findings resulting from the agency's 2020 Strategic Review	-Public Reporting (210) -Performance and Strategic Reviews (260) -OMB Circular A123
May 15, 2020	May 15, 2020 <i>(no change)</i>	Agencies submit <i>initial draft</i> FY 2020 Q2 Quarterly Performance Update for FYs 2020- 2021 APGs for OMB review. *** <i>Plans submitted shall include a summary of progress made to date since the beginning of this fiscal year starting Oct. 1, 2019.</i>	-Public Reporting (210) -Agency Priority Goals (250)
May 22, 2020	May 22, 2020 <i>(no change)</i>	CAP Goal Team Leads submit <i>initial draft</i> FY 2020 Q2 Quarterly Performance Update for review	-Public Reporting (210) -Cross-Agency Priority Goals (220)
Jun. 5, 2020	Jun. 5, 2020 <i>(no change)</i>	Agencies and CAP Goal Teams submit <i>final draft</i> FY 2020 Q2 Quarterly Performance Update for FYs 2020- 2021 APGs and CAP Goals for OMB review	-Public Reporting (210) -Cross-Agency Priority Goals (220) -Agency Priority Goals (250)
Jun. 25, 2020	Jun. 25, 2020 <i>(no change)</i>	<i>Publish</i> FY 2019 Q2 Quarterly Performance Update for FYs 2020-2021 APGs and CAP Goals	-Public Reporting (210) -Cross-Agency Priority Goals (220) -Agency Priority Goals (250)

2020 Strategic Reviews

Discussion (See Appendix)



Management / Performance Updates

- **Legislative Updates** ([*Taxpayers Right to Know*](#); [*CFO Vision Act of 2020*](#); [*CBI Transparency Act of 2019*](#))
- **PMA Ramp-Up Volume**
- **General management updates** (*2020 Customer Satisfaction Survey*; *FY 2020 PMLoB Collections to Support Performance.gov*)
- **Grant's CAP Goal: PM Playbook for Federal Awarding Agencies**

OMB Guidance Resources

Dashboard / Performance Community Homepage / OMB Performance Portal

MANAGEMENT GUIDANCE LIBRARY

Created by Adam Lipton (OMB), last modified just a moment ago

(b) (6)

Home	OMB Guidance	Performance Contacts	Management Calendar	Working Group	Strategic Planning / Reviews	PMA	APGs	PMIAA	Submission Portal	Evidence & Evaluation	Filing Cabinet
	OMB Memorandums OMB Circulars Guidance Library										

This library selected performance and management-related OMB policy and guidance information for agencies. Use the box below to search and filter the list by keyword, or you can sort the columns by clicking on the column headers.

Filter:

Guidance Type	Title	Date Issued
OMB Circular	OMB Circular No. A-11, PREPARATION, SUBMISSION, AND EXECUTION OF THE BUDGET	June 28, 2019
OMB Circular	OMB Circular No. A-11, PART 6: The Federal Performance Framework for Improving Program and Service Delivery	June 28, 2019
OMB Circular	OMB Circular No. A-123, Management's Responsibility for Enterprise Risk Management and Internal Control	July 15, 2016
OMB Circular	OMB Circular No. A-123, APPENDIX A: Management of Reporting and Data Integrity Risk	June 6, 2018
OMB Memorandum	M-20-14, <i>Updated Federal Travel Guidance in Response to Coronavirus</i>	March 14, 2020
OMB Memorandum	M-20-12, <i>Phase 4 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Program Evaluation Standards and Practices</i>	March 10, 2020
OMB Memorandum	M-20-10, <i>Issuance of an Addendum to the National Strategy for the Efficient Use of Real Property</i>	March 6, 2020
OMB Memorandum	M-20-03, <i>Implementation of Agency-wide Real Property Capital Planning</i>	November 6, 2019
OMB Memorandum	M-20-02, <i>Guidance Implementing Executive Order 13891, Titled "Promoting the Rule of Law Through Improved Agency Guidance Documents"</i>	October 31, 2019
OMB Memorandum	M-19-24, <i>Guidance on Awards for Employees and Agency Workforce Fund Plan</i>	July 12, 2019
OMB Memorandum	M-19-23, <i>Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Learning Agendas, Personnel, and Planning Guidance</i>	July 10, 2019
OMB Memorandum	M-19-18, <i>Federal Data Strategy: A Framework for Consistency</i>	June 4, 2019
OMB Memorandum	M-19-16, <i>Centralized Mission Support Capabilities for the Federal Government</i>	April 26, 2019
OMB Memorandum	M-19-15, <i>Improving Implementation of the Information Quality Act</i>	April 24, 2019
OMB Memorandum	M-19-13, <i>Category Management: Making Smarter Use of Common Contract Solutions and Practices</i>	March 20, 2019
OMB Memorandum	M-19-10, <i>Guidance for Achieving Interoperability with the National Freedom of Information Act (FOIA) Portal on FOIA.gov</i>	February 12, 2019
OMB Memorandum	M-19-03, <i>Strengthening the Cybersecurity of Federal Agencies by enhancing the High Value Asset Program</i>	December 10, 2018

OMB Management Calendar

Dashboard / Performance Community Homepage / OMB Performance Portal

THE MANAGEMENT CALENDAR

Created by Adam Lipton (OMB), last modified by George Matsis (GSA,Ctr) on Feb 20, 2020

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OMB Circ. A-11 / Part 6

2020 Revision



OMB Circular No. A-11 / PART 6

2020 Summary of Major Changes

- ***Builds on changes introduced in 2019, strengthening PART 6's role in providing a foundation of routines and processes by which various management functions and decision-support capabilities can integrate into by enabling a longer-term performance planning horizon.***
- **Section 200** updates the performance submission timeline through April, 2022, identifying key dates and milestones for performance and related strategic plans and reports through publication of the President's FY 2023 Budget in Feb., 2022.
- **Section 210** clarifies content and information elements required for agency SP, APP, APR and 'Evidence Act' deliverables, and provides guidance describing relationship of content in Evidence Act deliverables with the SP, APP, and APR. Technical edits are also proposed to Section 210.4 to clarify existing guidance on the timing of performance plans and reports during an election year.
- **Section 230** introduces new guidance and discussion for agencies on effective implementation strategies for agency goals and objectives.
- **Section 240** clarifies guidance for agencies on meeting the reporting intent of GPRA Modernization Act's 'lower-priority' program activity reporting in the APP.
- **Section 260** clarifies the relationship between agency strategic plans, strategic reviews, and the Agency/OMB strategic review meetings each Summer.
- **Section 290** adds new guidance clarifying applicability at agency bureau level, the relationship across Evidence Act deliverables and the information each item must address, and incorporates guidance on program evaluation standards and practices from OMB Memo M-20-12.

CIRCULAR NO. A-11

PART 6

THE FEDERAL PERFORMANCE
FRAMEWORK FOR IMPROVING
PROGRAM AND SERVICE DELIVERY

Appendix

OMB Guidance Supplement: 2020 Strategic Reviews



2020 Strategic Reviews

Are agencies still required to conduct their 2020 strategic reviews?

Yes. As an organizational performance and management routine, it is through the Strategic Review process that agencies annually assess the effectiveness of their implementation strategies and progress being made towards advancing efforts in achieving the strategic goals and objectives identified in the Agency Strategic Plan. Conducting – *at least annually* – a comprehensive assessment and analyses of progress being made against strategic objectives and outcomes articulated in the Agency Strategic Plan is the core of the strategic review policy and remains unchanged.

Is there a new submission timeline for agency's strategic review Summary of Findings by Strategic Objective?

Yes. Agencies Summary of Findings by Strategic Objectives must be submitted to OMB for review and future discussion and deliberation with the agencies by June 26, 2020. This revised June 26, 2020 date is a change from the original submission date identified in OMB Circ. A-11, Section 200. The submission date is being revised in order to accommodate delays experienced by Agency PIO teams in their internal data collection and analyses stemming from prioritization of work efforts for COVID-19 response throughout March, 2020.

2020 Strategic Reviews

What analysis from agency's 2020 strategic reviews are agencies required to submit to OMB?

Agency Summary of Findings by Strategic Objective is the core analyses produced by agencies as a result of their Strategic Reviews. Submission requirements and information to be reflected in agency Summary of Findings remains unchanged from OMB Circ. A-11, Section 260. Summary of Findings by Strategic Objective includes analyses addressing the following areas for each Strategic Objective:

- **Performance results and evaluations**, summarizing key results or conclusions and synopsis of key areas of progress identifying 10%-20% of strategic objectives as “Area Demonstrating Noteworthy Progress” and “Focus Area for Improvement.”
- **Summary of risks and opportunities**, discussing challenges and threats to achieving goals and objectives by leveraging the agency's enterprise risk management profile to identify risks that could either negatively affect the ability to achieve objectives, or may present opportunities to significantly impact mission, service, and stewardship outcomes or operational objectives. Such analysis of risks and opportunities should be discussed in the context of how resource allocation decisions were made to achieve the agency's strategic objectives, and take into account the agency's established risk appetite.
- **Next Steps**, briefly identifying proposed actions, decisions, or options being considered for continued performance or to remedy barriers to implementation.

2020 Strategic Reviews

Will there be agency/OMB strategic review meetings in 2020? How will OMB engage with agencies to discuss their Summary of Findings submissions to OMB?

No. The Agency/OMB strategic review meetings that traditionally occur throughout the summer to discuss agency's Summary of Findings and other strategic priorities, topics or issues of importance to OMB and agencies will not be convened this year. Rather, OMB's Performance Team will coordinate a 'paper review' of agency Summary of Findings submissions across OMB offices similar to the quarterly performance review process for Agency Priority Goals. In conducting this 'paper review,' comments, feedback, and questions resulting from the review of agencies analyses will be consolidated across relevant OMB offices and sent back to the agency PIO. Upon receipt and review, agencies or OMB may request a follow-up meeting to be conducted by teleconference to review and clarify any comments or feedback provided, address questions raised, or continue discussion in priority areas in which additional dialogue may be needed. The Performance Team will coordinate follow-up meetings with the RMO or agency if helpful, but otherwise instances in which specific actions or areas for additional follow-up are identified will be coordinated directly between the agency and OMB office. Agencies should incorporate feedback and comments provided by OMB into their Summary of Progress updates that are submitted to OMB concurrent w/ FY 2022 Budget submission in Sept., 2020.

Are agencies still required to submit draft priority questions with their Summary of Findings by Strategic Objective which are now due to OMB on June 26, 2020?

No. OMB's original plan for the 2020 Strategic Review meetings between OMB and agencies were to continue to retain their traditional focus on agencies' summary of their strategic objectives, an important component of which leverages the agency's Enterprise Risk Management processes and profiles to identify and mitigate key risks to achieving their objectives, and organizational learning from the internal reviews and other management assessments. Additionally for 2020, focus would also be placed on progress on the initial development of the agency's Interim Learning Agendas (to be submitted in September, 2020) and the identification of a limited number of priority questions. This guidance was detailed in an OMB M-memorandum socialized with the PIO and EO Councils and agency staff in late 2019. OMB will no longer be issuing this guidance to agencies. The OMB Evidence Team will follow up with Evaluation Officers about an alternative mechanism for agencies to share their priority questions with OMB this summer. Submission timelines for agencies' Evidence Act deliverables, which includes the Interim Learning Agenda (i.e., Evidence-Building Plan), draft FY 2022 Annual Evaluation Plan, and Interim Capacity Assessment, remain unchanged from guidance currently provided in OMB Circ. A-11, Section 200. These materials are due to OMB in Sept., 2020 concurrent with agencies FY 2022 Budget submissions.

PIO Council Meeting

Wednesday, April 10, 2019

3:00 to 4:30 PM

GSA 1800 F Street, N.W., Room 1153



- **Welcome and Introductions**
Peter Warren and Dustin Brown, OMB
- **OMB Updates**
Adam Lipton, OMB
 - General Management Updates
 - Legislative Updates (GOOD Act)
 - OMB Circ. A-11, Part 6 (2019 Revision)
- **Enterprise Approach to the PMA, with a focus on Low-to-High Value CAP Goal (HHS Model)**
Yaro Kulchycky, OMB and Carl Sciacchitano, HHS
- **Performance.gov and PMLOB Update**
Lauren Stocker, GSA
- **Preparing for the 2019 Strategic Reviews**
Adam Lipton, OMB
- **Closing Remarks**
Peter Warren, OMB



CDO Council Overview





About the Chief Data Officers Council

Background

Established by
the Foundations
for Evidence-
Based
Policymaking Act



Vision

To lead
transformational
change that
improves the
nation's ability to
leverage data as a
strategic asset

Membership

All agency-level
CDOs are
members
(including CFO
Act and non-CFO
Act agencies)



About the Chief Data Officers Council

Statutory Goals

- ▶ Establish government-wide best practices for the use, protection, dissemination, and generation of data
- ▶ Promote and encourage data sharing agreements between agencies
- ▶ Identify ways in which agencies can improve upon the production of evidence for use in policymaking;
- ▶ Consult with the public and engage with private users of Government data and other stakeholders on how to improve access to data assets of the Federal Government.



Council Goals

- Meet statutory requirements, including the required report to Congress
- Be a community of learning by broadly identifying best practices and resources to facilitate the implementation of Evidence Act
- Provide leadership on the delivery of the Federal Data Strategy (FDS) Action Plan

Council Structure



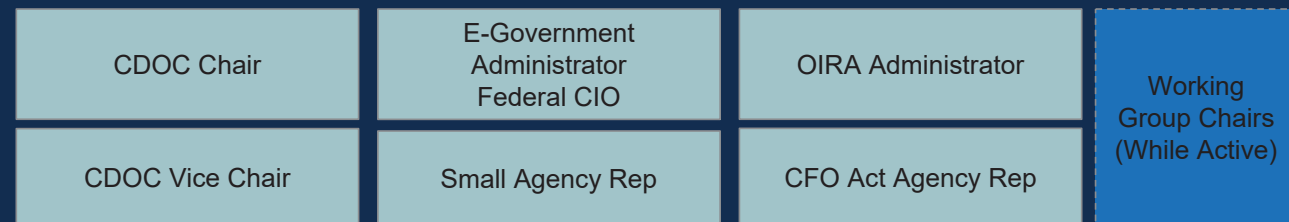
Executive Committee

1. Provide strategic guidance and oversee all activities of the Council, including identifying potential priorities, developing meeting agendas, and promoting collaboration.
2. Provide recommendations to the CDO Council on matters to be considered including the creation or completion of working groups, the approval of reports or other documents for publication.
3. Approve the Ex Officio membership, based on the advice of the appropriate interagency council.

CDO Council Members

1. Attend the regularly scheduled meetings
2. Raise initiatives and issues that might have an impact on the overall Federal CDO community.
3. Review, consider, and provide input and recommendations on CDOC initiatives and be an active participant in the discussions.
4. Cast votes regarding issues presented to the council.
5. Participate in Council priority initiatives, working groups, or projects.
6. Provide input and participate in the development of CDO Council reports.
7. Foster collaboration and shared solutions with Federal, state, local, and international stakeholders.
8. Contribute best practices they are implementing for use by other Agency CDOs.

Executive Committee



CDO Council



Working Groups, Standing Committees, Communities of Practice



FY 2021 Activities & Initiatives



Regular meetings to enhance use of strategic data

- ▶ CDO Council meetings, Discussion sessions, Working groups: Data Skills, Data Inventories, COVID-19 Data, Data Sharing



Stakeholder engagement

- ▶ External - Publish a website, Develop a stakeholder engagement plan
- ▶ Internal - Listservs, MAX website



Strategic linkages

- ▶ Cross-agency councils (Evaluation, IT, Privacy, Statistical, FOIA, Geospatial Data)



Member developed projects

- ▶ Data Skills Workforce Development, Cross-agency Dashboard Sharing, Public Comment Analysis Tool, Interagency Wildland Fire Fuels Data



Federal Data Strategy

- ▶ Provide input in the development of FY21 Action Plans
- ▶ Provide leadership and support to CDOs as they implement the FDS Action Plans



Contact the
Council:
cdocstaff@gsa.gov



Contact us:
cdocstaff@gsa.gov

PIO Council Meeting
Tuesday, April 14, 2020
1:00 PM

Teleconference Participation only

- **(b) (6)**



Agenda

- **Welcome and Introductions OMB**
- **Impacts of COVID-19 Response to Performance-related work-streams (*Open Discussion, OMB and Agencies*)**
- **2020 Strategic Reviews (*OMB and Agencies*)**
- **Management / Performance Updates**
 - Legislative Updates (*Taxpayer Right to Know Act; CFO Vision Act of 2020; CBI Transparency Act of 2019*)
 - Grants CAP Goal's *Performance Management Playbook for Grants*
 - OMB 'Management' Guidance Library – MAX Community page
- **OMB Circ. A-11, Part 6 (2020 Update) (OMB)**
- **Closing Remarks OMB**

PIO Council Meeting

Tuesday January 16, 2018

3:30 to 4:45pm

GSA 1800 F Street, NW, Room 1460



Welcome

Dustin Brown, OMB

3:30 - 3:35pm

Council Readiness Assessment

Beth Angerman, GSA

3:35 - 3:45pm

OMB Updates

Dustin Brown, OMB

Mark Bussow, OMB

3:45 - 4:00pm

Performance.gov Interim Site

Adam Lipton, OMB

4:00 - 4:10pm

Future of Performance.gov Discussion

Adam Lipton, OMB

4:10 – 4:35pm

Open Discussion

4:35 - 4:45pm

Closing

4:45pm

Potential Discussion Questions

Agenda Item: Council Readiness Assessment

- How can PIOs play a role in the assessment and beyond?

Agenda Item: Future of Performance.gov

Context for the following questions will be given in the lead-up to the discussion

- What is the right focus for a design strategy?
- What use-case or persona should we focus on in the design process?
- In the instance that our design principle leads to a performance management shared system, what should we be thinking about? What do we need to know before we get going?

PIO Council Meeting

Thursday, June 13, 2019

3:00 to 4:30 PM

GSA 1800 F Street, N.W., Room 1153



- **Welcome and Introductions**
- **2019 Strategic Reviews (*OMB and Agencies*)**
 - Read-out from Agencies/OMB on Meetings to Date
 - Outlook on Upcoming Meetings
- **OMB Updates**
 - Legislative Updates (Taxpayer Right to Know Act)
 - OMB 'Management' Calendar
 - OMB Circ. A-11, Part 6 (2019 Update)
 - General Management Updates
- **Centralized Mission Support Capabilities and OMB Memo M-19-16**
Brief from the Sharing Quality Services Team (GSA)
- **Closing Remarks**

PIO Council Meeting

Tuesday, June 9, 2020

2:00 PM

Teleconference Participation only

- **(b) (6)** [REDACTED]

Agenda

Welcome and Introductions (*OMB*)

General Management / Performance Updates
(*OMB*)

Performance.gov PMLoB Update
(*GSA*)

OMB Circ. A-11, Part 6 (2020 Update)
(*OMB*)

Enterprise Management Study
(*OMB*)

Closing Remarks (*OMB*)

PIO Council Meeting

Tuesday, June 5, 2018

3:00 to 4:30 PM

GSA 1800 F Street, N.W., Room 1425



Welcome

3:00 – 3:05 PM

OMB

Preparing for 2018 Strategic Reviews

3:05 – 3:30 PM

OMB

Performance.gov and PMLOB Update, Open Discussion

3:30 – 4:00 PM

OMB, GSA

OMB Updates

4:00 – 4:25 PM

- *General management updates (PMA, FY 2018 Q2 Progress Update)*
- *Overview of Changes to Circular A-11, Part 6 (2018 Revision)*
- *FY 2018 Collections – Govt-wide Councils / CAP Goals*
- *PMIAA Status*

Closing

4:25 - 4:30 PM

OMB



Joint Council Meeting

Performance Improvement and Evaluation Officers

November 13, 2019

3:00– 4:30 p.m.

Eisenhower Executive Office Building (EEOB), 1650 Pennsylvania Ave. NW
Room 430

Agenda

Opening Remarks and Introductions

General Updates

Integrating Performance and Evaluation to Advance Organizational and Program outcomes

- How performance and evaluation intersect: activities, functions, and opportunities
- Agency Model for Coordinating performance and evaluation activities
 - *Lead Discussant*: SBA’s Jason Bossie, Director, Office of Program Performance, Analysis, and Evaluation
- Open Discussion

2020 Strategic Reviews: Integrating Evidence Act, GPRA Modernization Act, and GEAR Center Activities

Closing Remarks

PIO Principals Meeting

Wednesday November 15, 2017

3:00 to 4:30 pm



3:05-3:10pm	Welcome and Opening Remarks	Dustin Brown
3:10-3:30pm	OMB Updates	Mark Bussow
3:40-3:50pm	Performance.gov Update	Adam Lipton/Amin Mehr
3:50-4:20pm	PMA Update & Discussion	Dustin Brown
4:20-4:30pm	Open Discussion	

PIO Principals Meeting

Wednesday March 29, 2017

1:00 to 3:00 pm



1:05-1:10	Welcome and Opening Remarks	Dustin Brown
1:10-1:40	Workforce and Reorg EO path Forward	Dustin Brown
1:40-2:10	Performance Timeline/Changes to guidance	Mark Bussow
2:10-2:40	Management priorities/Performance Framework	Linda Springer
2:40-2:45	Closing remarks	Dustin Brown

PIO Principals Meeting

Wednesday September 20, 2017

3:00 to 5:00 pm



3:05-3:15	Welcome and Opening Remarks Introduction of Margaret Weichert	Dustin Brown
3:15-3:25	Overview of PMIAA and prototype	Mark Bussow
3:25-4:00	Views of Opportunities and Barriers	All
4:00-4:30	Discussion of Alternatives	All
4:30-4:45	Wrap up and Next Steps	Mark Bussow
4:45-4:55	Closing Remarks	Dustin Brown

PIO Council Meeting

Wednesday, December 12, 2018

3:00 to 4:30 PM

GSA 1800 F Street, N.W., Room 1153



1. Welcome

OMB

2. OMB Updates

- Legislative Updates
- General management updates
- PMIAA updates

3. PIO Council's Gears of Government Awards Nominations

OMB

4. Performance.gov: 2018/2019 site enhancements and Performance Management Line of Business (PMLOB) Updates

GSA, OMB

5. 2019 Look Ahead

OMB

6. Closing Remarks

OMB

PIO Council Meeting

Wednesday, February 20, 2019

9:30 to 11:00 AM

GSA 1800 F Street, N.W., Room 1153



- **Welcome and Introductions**
Peter Warren and Dustin Brown, OMB
- **PIO Council's Gears of Government Awards Winners**
 - Environmental Protection Agency
 - Small Business Administration
 - Department of Labor
 - Treasury
- **OMB Updates**
 - Legislative Updates: Foundations for Evidence-Based Policymaking Act of 2018
Diana Epstein, OMB
 - Revised Performance Management timeline
Adam Lipton, OMB
- **Discussion on 2019 Strategic Reviews**
Mark Bussow and Adam Lipton, OMB
- **Closing Remarks**
Peter Warren, OMB

PIO Council Meeting

Tuesday, September 12, 2018

3:30 to 5:00 PM

GSA 1800 F Street, N.W., Room 1425



Welcome <i>Peter Warren, OMB</i>	3:30 - 3:35 PM
PMA Updates <i>Mark Bussow, OMB</i> <i>Peter Warren, OMB</i>	3:35 - 3:40 PM
Q3 Action Plan Updates <i>Mark Bussow, OMB</i> <i>Juliana Crump, OMB</i>	3:40 - 3:45 PM
Gears of Government Awards <i>Brad Golson, OSSPI</i>	3:45 - 3:50 PM
GEAR Center <i>Mary Ellen Wiggins, OMB</i>	3:55 - 4:00 PM
Program Management Policy Council Meeting Reminder <i>Mark Bussow, OMB</i>	4:00 - 4:05 PM
2018 Strategic Reviews <i>Mark Bussow, OMB</i>	4:05 - 4:55 PM
Closing	4:55 - 5:00 PM

Join ZoomGov Meeting

(b) (6)

Agenda

Opening Remarks (OMB)

OMB Updates (OMB)

- Recently Issued OMB Guidance (OMB Memo [M-21-20](#); OMB Memo [M-21-22](#))
- Legislative Updates
- Update on Unnecessary Plans and Reports List w/ FY 2022 Budget
- Other General Management Updates

Public Service Recognition Week Activities (OMB)

- May 2-8, +beyond #GovPossible

Update on Equity EO Implementation and PIO Role (OMB)

2021 Strategic Reviews (OMB)

- Proposal for Orienting the Agenda/Focus for this year's Agency/OMB Meetings

Closing Remarks (OMB)

Join ZoomGov Meeting



Agenda

Welcome and Introductions (OMB)

Performance.gov Updates (GSA)

- Interim Performance.gov
- #GovLove campaign

OMB Performance Framework Guidance (Open Discussion)

Key questions:

1. *What is the impact of not hearing from OMB soon?*
2. *Recommendations for how we should forward on reinstating guidance?*

PIO Preparations for Engaging with Biden Administration Leadership (Structured Discussion, by Agency)

Key questions:

1. *How are you engaging with the incoming leadership teams? What has been most effective or what are you preparing for?*
2. *How are you communicating the value of your PIO role and your performance management responsibilities to incoming leadership?*

Closing Remarks (OMB)

Join ZoomGov Meeting

(b) (6)

Agenda

Opening Remarks and Introductions (OMB)

- *Pam Coleman, OMB Associate Director (PAD) for Performance and Personnel Management*

OMB Updates (OMB)

- *OMB Performance Framework Guidance / Part 6*
- *New GAO Audit on the Implementation of the GPRA Modernization Act*
- *Other General Management Updates*

Movement of PIC.gov content to Performance.gov (OMB)

Announcing a Performance.gov Working Group (GSA)

Enterprise Management Study (Overview of Key Findings) (OMB)

Closing Remarks (OMB)

PIO Council Meeting

Thursday, September 17, 2020

1:00 to 2:00 PM

Join ZoomGov Meeting

(b) (6)

Agenda

- Welcome and Introductions (*OMB*)
- OMB Updates
 - General Management Updates
 - Legislative Updates
 - Unnecessary Plans and Reports Listing, 2021 Budget year
 - Upcoming Meetings/Events
- New Pay / HR QSMO (*GSA*)
- 2021 Timeline and Support to Strategic Planning (*OMB*)
- Closing Remarks (*OMB*)

PIO Council Meeting

December 12, 2018



OMB Updates

- **Legislative Updates**
 - *The Guidance Out of the Darkness Act (GOOD Act)*
 - *The Federal Agency Customer Experience Act of 2017 (FACE Act)*
- **General management updates**
 - *FY 2018 Q4 Progress Update*
 - *GPRAMA requirements w/ FY 2020 Budget*
- **PMIAA Update**
 - *Implementation Plans, GAO Engagement*

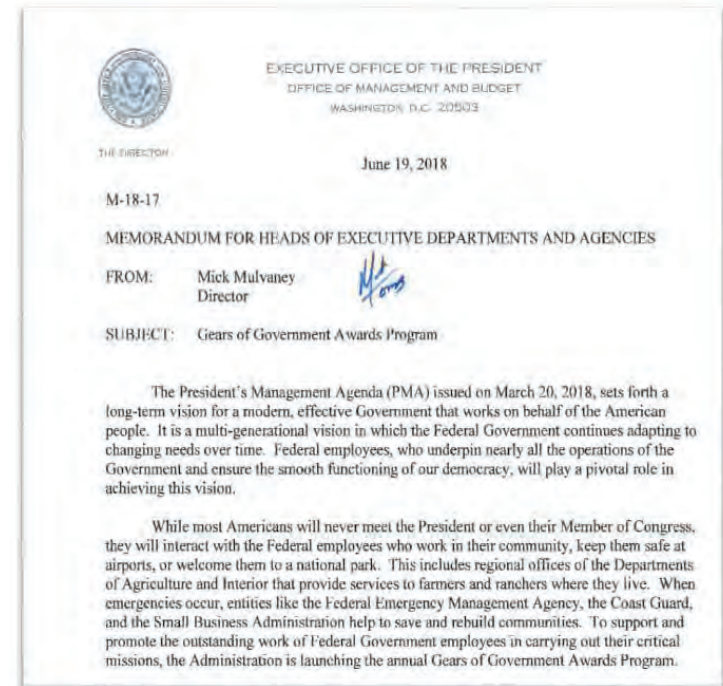
PIO Council's Gears of Government Awards

Overview

- Established by OMB Memo M-18-17
- Created two 'Award' categories (Agency-Level Award and Council-Level Award)
- Recipients of Agency / Council-awards become eligible for consideration of the next-higher President's Award.
- The highest tier award level, the President's Award is a government-wide award presented to ~ 10-20 Agency / Council-level award recipients annually.

Proposed PIO Council Award Criteria: *Focused on cross-cutting, intra-agency, inter-agency, and interdisciplinary across management functions*

- Demonstrated impact to advancing PMA, CAP Goals, APGs, priority agency or inter-agency policy areas, or other efforts that advance PMA outcomes or drivers in meaningful ways.
- Significant contributions to performance or process improvements that produce lasting intra-agency, inter-agency, and cross-functional impacts



Review and Selection Process:

- Panel of 3 PIOs convenes to review award submissions
- Panel votes on nominations, and makes recommendations to the PIO Council Chair for concurrence
- Chair notifies awardee(s) and agency PIO on selection, with recognition at future PIO Council meeting

Performance.gov

*Update on 2018/2019 Site Enhancements and
Performance Management Line of Business
(PMLoB)*



Performance.gov Development Strategy

Develop Performance.gov into a communications platform that accomplishes three objectives:

1. **Data Transparency:** Shares government performance goals and data with key target audiences (researchers and journalists), including links to agency performance reports, highlights of key data, and regular updates of Priority Goals (APGs / CAPs).
2. **Accountability:** Promotes accountability to the American public by providing one, centralized reporting location for finding regular progress updates towards achieving Priority Goals (APGs / CAPs) and agency performance plans and reports; and
3. **Communication:** Increases awareness of the PMA and agency successes by telling real stories of how citizens are benefitting from management improvements, with a focus on data relevant to key demographics and regions that is communicated in a way that is meaningful to the public (e.g., themes and goals).

Overall Project Strategy



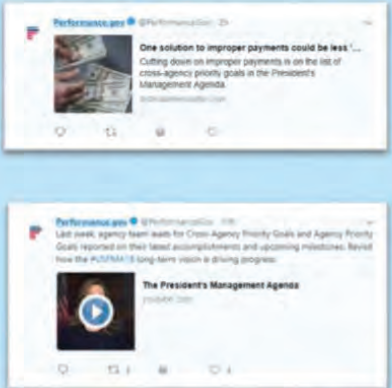
- **Short Term** – Maintain current accountability reporting; build a strong base of users and followers by highlighting on the site and through social media: (a) a limited number of key datasets with demonstrated user demand, (b) progress made by CAP Goal teams and agencies in support of the PMA; and (c) agency success stories.
- **Long Term** – Build on growing user base to generate support across the EOP and agencies for increasing the data and information available through the site, ultimately becoming a trusted platform for frequent, open communications about how the Government is performing and holding itself accountable for positive results.

Key focus areas for Performance.gov enhancements: Communications and Data

Performance.gov: Communications

Progress Made

- Increase in communication and stakeholder engagement through new channels

WEBSITES & BLOGS	NEWSLETTERS	TWITTER
<p>Share news, announcements, and insights through websites and blog posts. The Team works hand-in-hand with you to draft and publish posts. Channels include:</p> <ul style="list-style-type: none">• Performance.gov News• PIC.gov Blog• CIO.gov News and Updates• CFO.gov The Latest	<p>Deliver your news straight into stakeholders' inboxes through regular e-newsletters. The Team helps you create custom content and repurpose posts from websites and blogs. Channels include:</p> <ul style="list-style-type: none">• C-Suite Quarterly• CIO Communications Roundup• CFO Communications Roundup	<p>Engage your audiences in 280 characters or less! The Team uses your information to craft and publish engaging tweets.</p>
		

Our Ask

- View Performance.gov channels as tools to amplify the good things your agency is doing
- Flag success stories, headlines, and agency accomplishments
- Connect us on LinkedIn

Performance.gov: Data

Progress Made

- Data visualization tools through GSA's D2D portal allow audiences to dive deeper into CAP Goal-related data

Next Steps

- Pilot data visualizations in the following focus areas:
 - Federal assistance to small businesses
 - Innovation (commerce and trade)
 - Customer experience
- Develop “case studies” that illustrate the business process for identifying, requesting, extracting, cleaning, visualizing, and posting each agency data set selected

Our Ask

- If you have data sets related to our focus areas, work with us to advance our data capabilities on the site



2019 Look Ahead



2019 Look Ahead

2019 Strategic Reviews Proposal

- Agency's internal review of strategic objective assessments and operational risks used to generate a *'Performance & Management Scorecard'* for discussion w/ OMB during summer Strategic Review meetings.

Draft Timeline



Appendix: 2018 Look Back

2018 Strategic Reviews COO Capacity Data

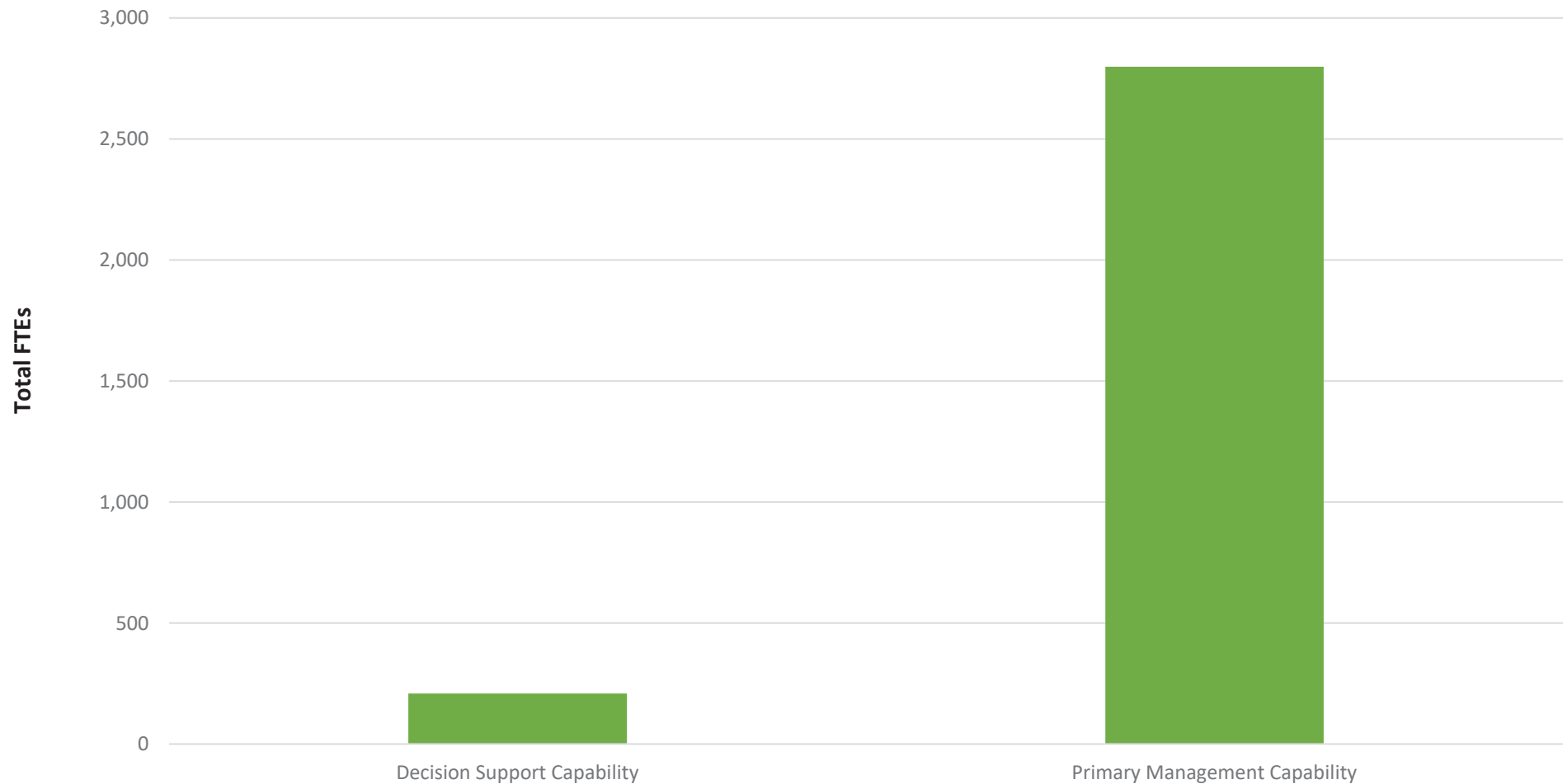


2018 Look Back

Focus on COO Capacity and Decision Support Capabilities

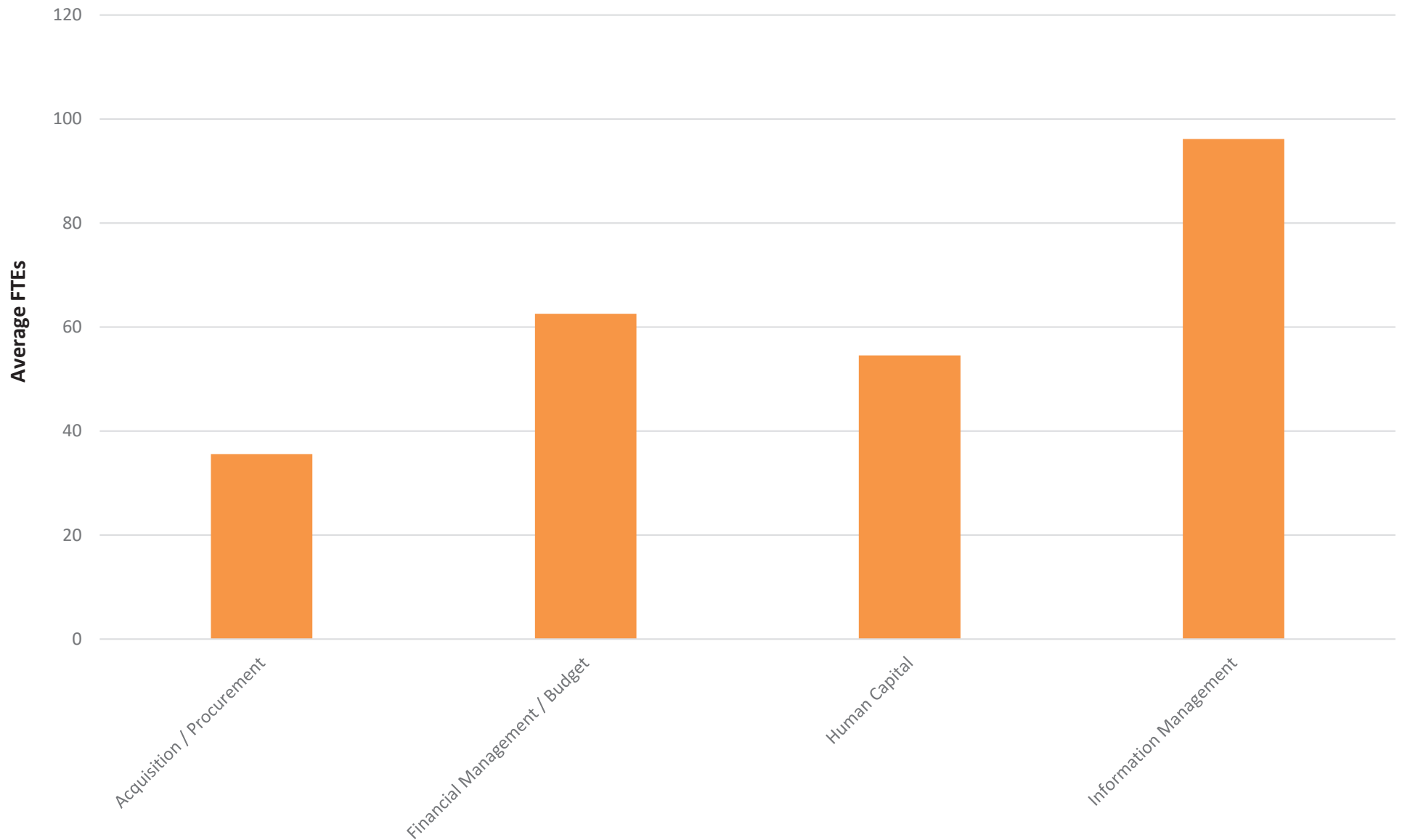
- Government-wide, the capacity of primary management functions significantly outstrips that of decision-support capabilities. *(Slide 12)*
Note controls for select agencies w/ outlier data in certain business lines
- Government-wide, capacity of Decision-Support capabilities is on average in the single digits. *(Slides 13, 14)*
Note controls for select agencies w/ outlier data in certain business lines
- The gap in the ratio of primary management vs. decision-support is significantly higher when viewing individual agency data. *(Slides 17, 18)*
- Decision-support functions are more prevalent government-wide across agency in management fields where OMB has previously prioritized and focused its guidance (e.g., Performance Management, Strategic Planning, ERM).

Capacity, Primary Management vs. Decision-Support Functions (Govt-wide)



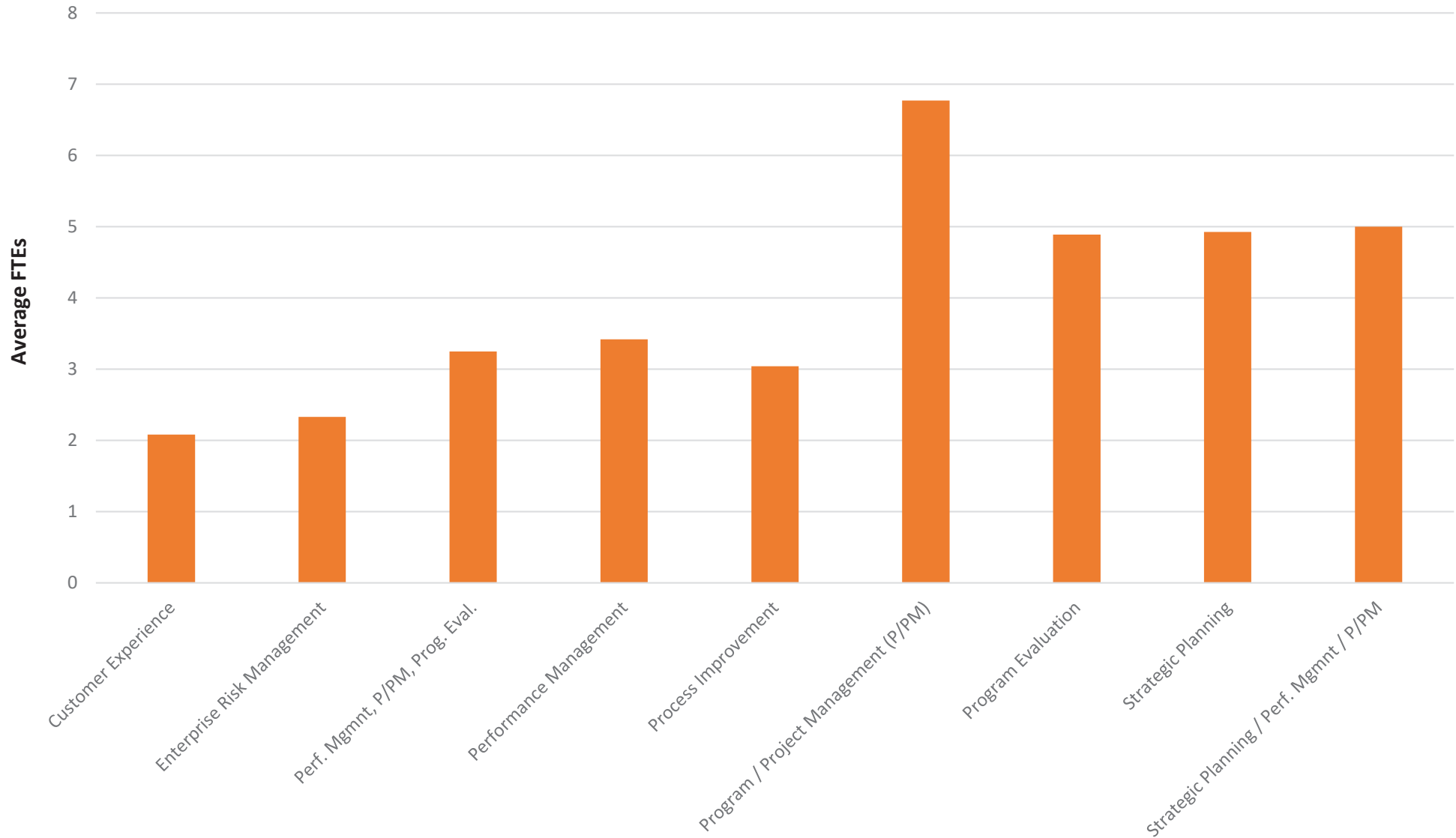
Note controls for select agencies w/ outlier data in certain business lines

AVG. Capacity, Primary Management Functions (*Govt-wide*)



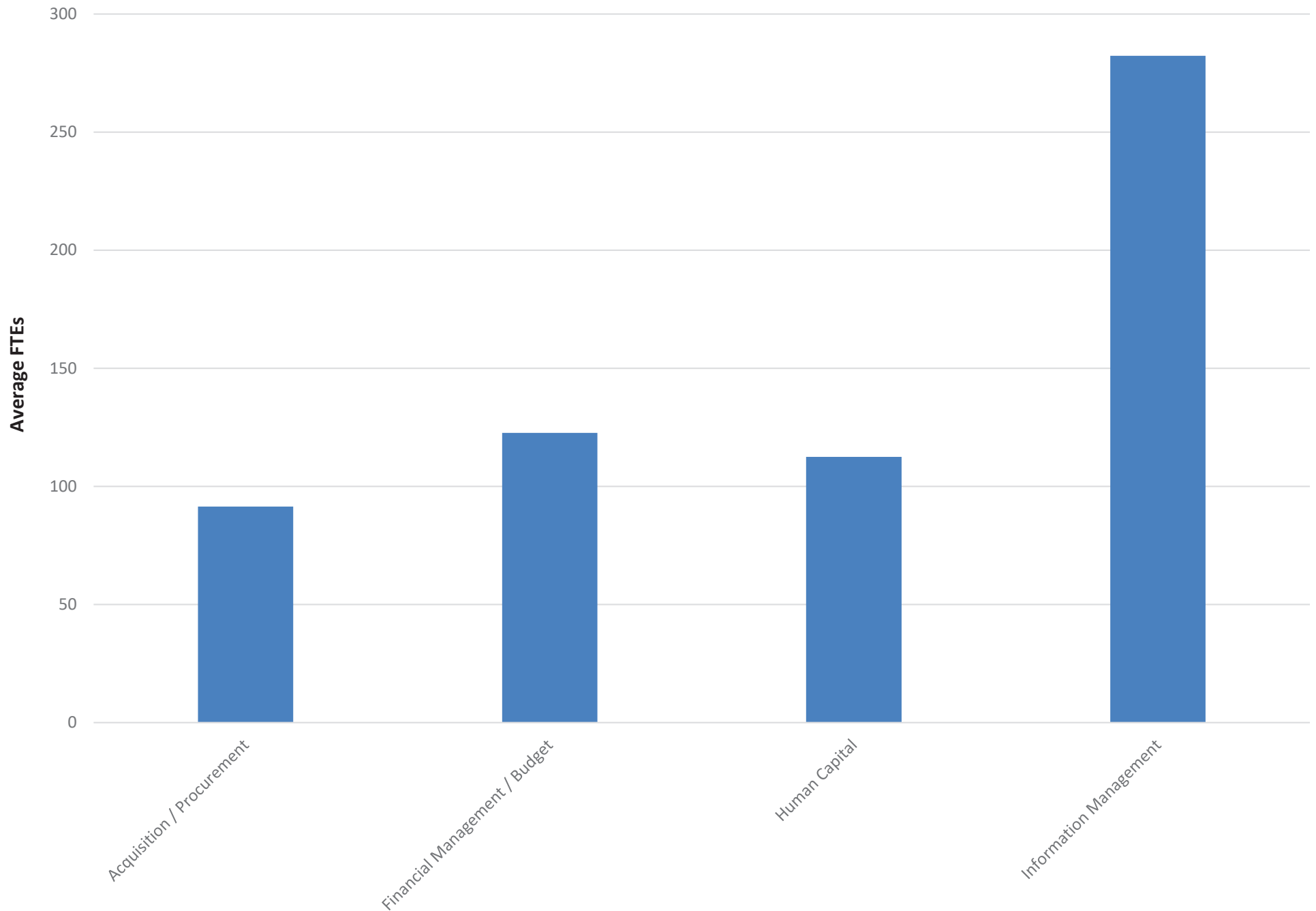
Note controls for select agencies w/ outlier data in certain business lines

AVG. Capacity, Decision Support Functions (*Govt-wide*)

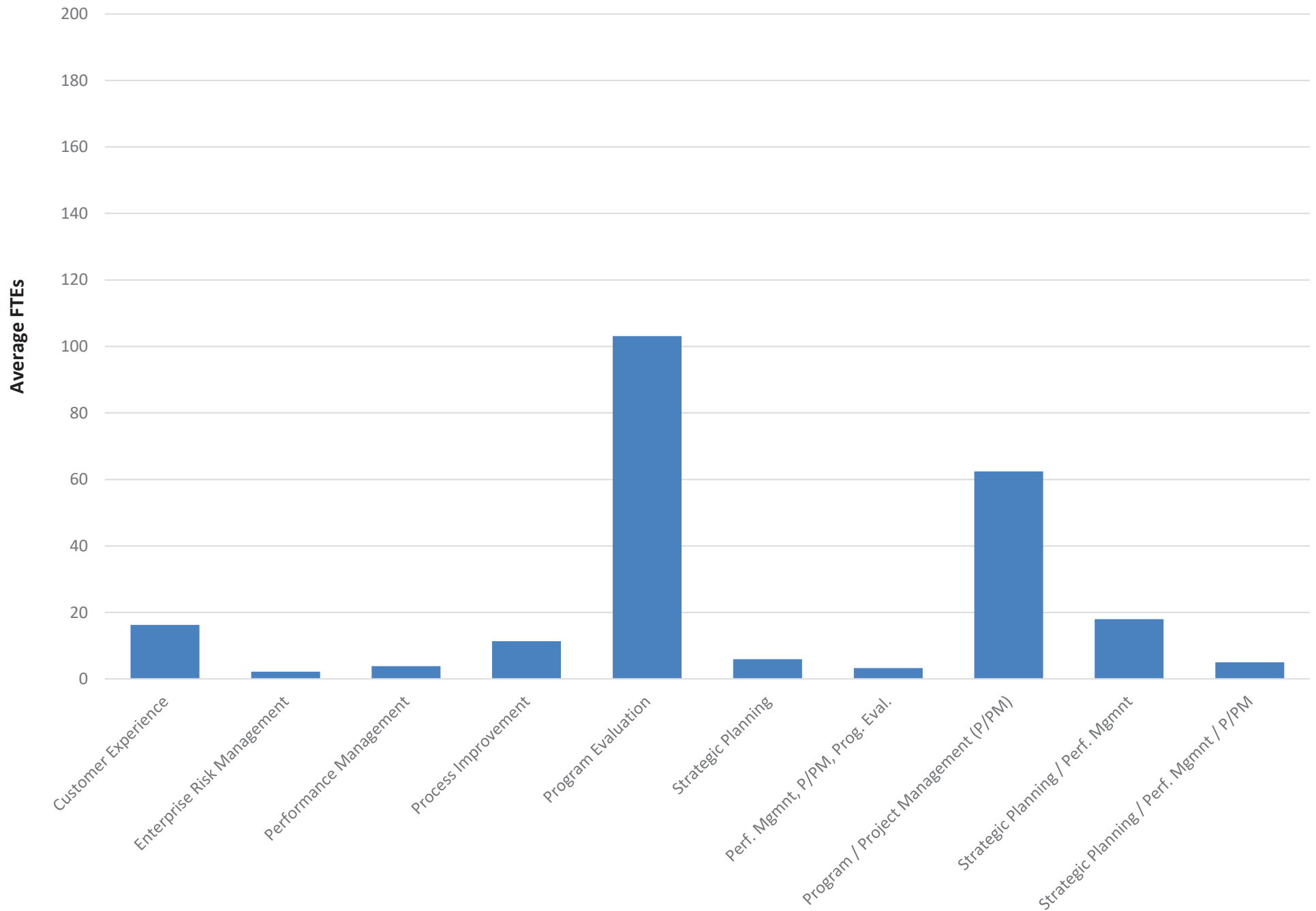


Note controls for select agencies w/ outlier data in certain business lines

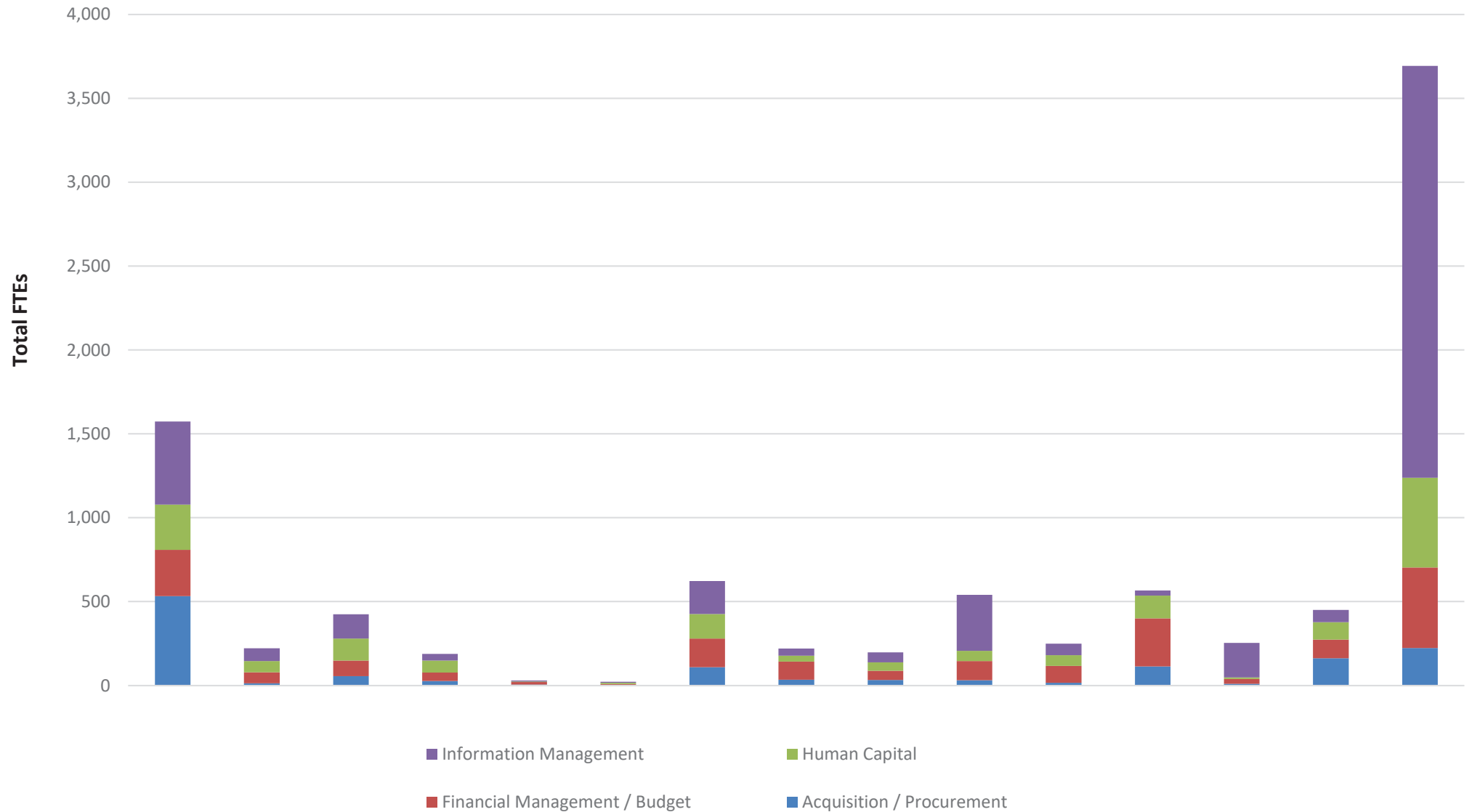
AVG. Capacity, Primary Management Functions (*Govt-wide*)



AVG. Capacity, Decision Support Functions *(Govt-wide)*

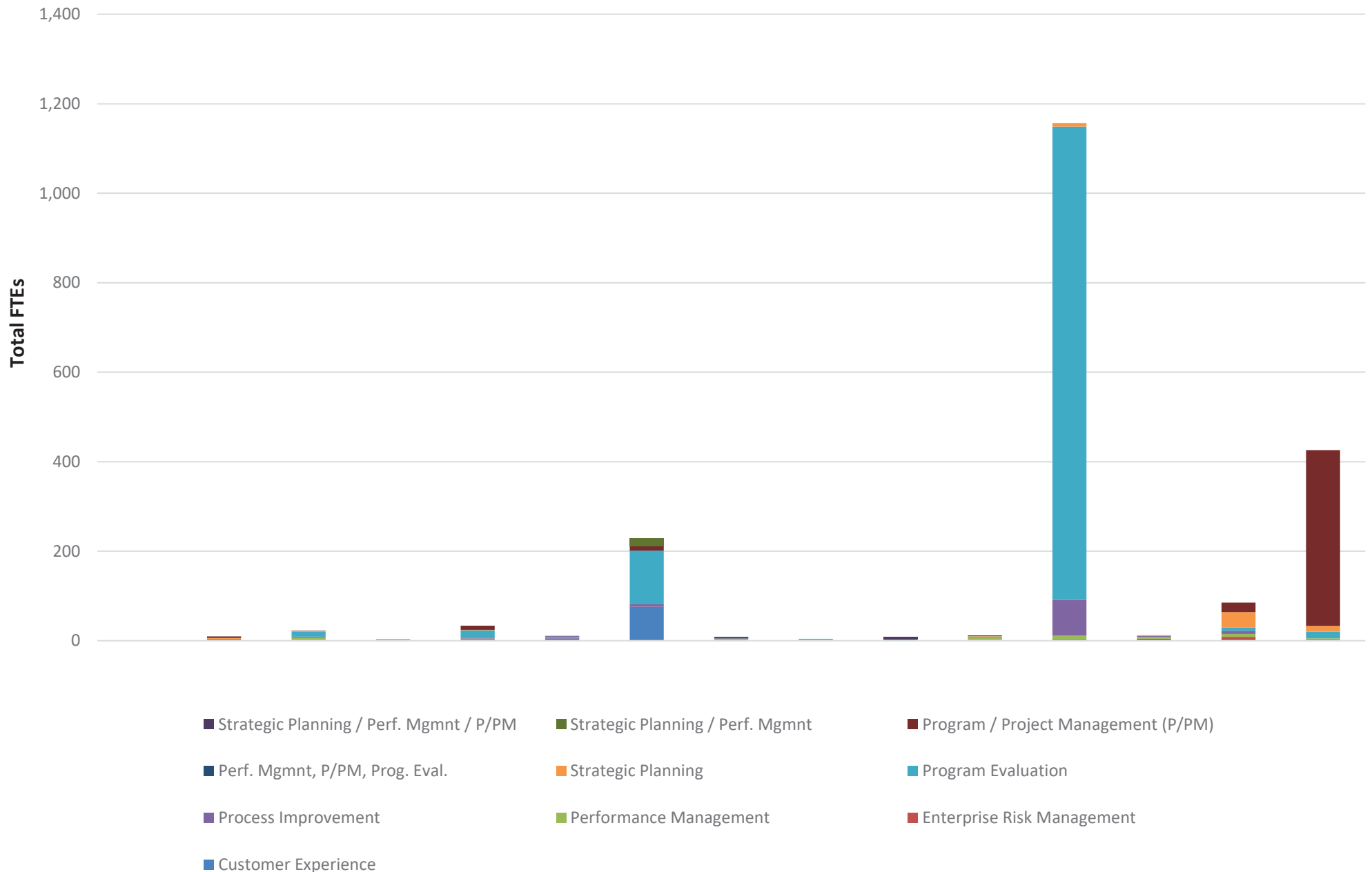


SUM Capacity, Primary Management Functions (Agency-view)



Omits capacity information from agencies not provided to OMB

SUM Capacity, Decision-Support Functions (*Agency-view*)



Omits capacity information from agencies not provided to OMB

Appendix: Performance.gov Metrics

November 2018



Performance.gov Twitter Analytics for November 1-30, 2018

Audience Interaction By the Numbers



Impressions: Tweets sent that generate interaction or replies from others online.

Engagement %: How well you interact, reach and become a presence with your audience.

Our Top Tweet: Why it Worked

1

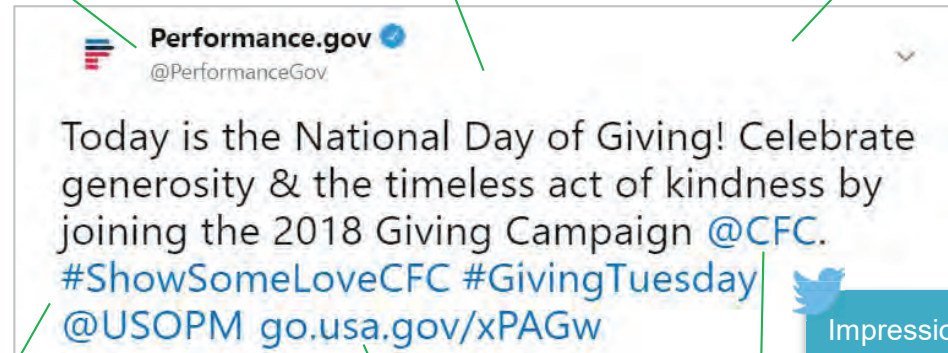
Tweet themes covering national holidays or observances are selected to increase following and engagement.

2

Tweet language is crafted and pulled from OMB approved materials and government sites.

3

Tweets are reviewed by agencies/cabinet affairs, if appropriate, and always by OMB.



Impressions: 10,121
Total engagements: 15

4

Hashtags are used to increase engagement and following around PGov and trending topics.

5

Links are embedded to drive audiences to specific CAP goals, APGs, Performance.gov & other sites of interest.

6

Federal campaign is tagged to drive engagement around the tweet topic and increase following.

Key Takeaways

- All audience interaction metrics trended positive from the previous month. **ACTION:** Maintain a high level of original Twitter content, retweet as often as possible, and tag relevant topics and individuals to contribute to larger numbers and higher visibility.
- Tagging popular federal campaigns can produce a high level of engagement, especially when timed with national observances or holidays. **ACTION:** Continue to cover successful federal campaigns whenever possible to bolster traffic on Twitter page.

Performance.gov LinkedIn Analytics for November 15-30, 2018

Most-Viewed Post

The screenshot shows a LinkedIn post from Performance.gov, which has 103 followers and was posted 1 month ago. The post text discusses the President's Management Agenda and includes the hashtag #USPMA18 and a link to a video. The video thumbnail shows a woman speaking. The post has 447 impressions and 5 total likes. Six numbered callouts provide insights into the post's composition and effectiveness:

- 1** Posts covering govt. themes and plans are selected to increase following and engagement.
- 2** Post language is crafted and pulled from OMB approved materials and government sites.
- 3** Posts are based on pre-approved tweets already reviewed by OMB.
- 4** Hashtags are used to increase engagement and following around PGov and trending topics/groups.
- 5** Links are embedded to drive audiences to specific CAP goals, APGs, Performance.gov & other sites of interest.
- 6** Videos/graphics included to drive traffic to site.

Performance.gov
103 followers
1mo

The President's Management Agenda lays out a long-term vision for modernizing the Federal Government in key areas that will improve the ability of agencies to deliver mission outcomes, provide excellent service, and effectively steward taxpayer dollars on behalf of the American people. To drive these management priorities, the Administration leverages Cross-Agency Priority (CAP) Goals to coordinate and publicly track implementation across Federal agencies. To learn more about the PMA, watch our video! #USPMA18

<https://lnkd.in/eKArc4U>

Impressions: 447
Total Likes: 5

Key Takeaways

- **100 followers in only a two-week period suggests potential for high traffic in the future. ACTION:** Continue weekly posts covering range of topics emphasizing similar themes as on Twitter to increase engagement.
- **Posts featuring videos or graphics can increase traffic to site. ACTION:** Use visual aids whenever possible to drive visitors to page.

Performance.gov Website Analytics* for November 1 – 30, 2018

Total Monthly Page Views:

Nov: **36,812** 

Bounce Rate:

Nov: **49.61%** 

Avg. Time on Page:

Nov: **1.51 Minutes** 

Top 5 Pages w/ Most Views:

1. Homepage **(5,320)**
2. PMA Page **(3,295)**
3. GEAR Awards Page **(2,985)**
4. KPI Page **(1,386)**
5. OPM Page **(1,173)**

Traffic from Social Media Referrals



- **145** referrals to PMA page
- **39** referrals to Federal Workforce blog post
- **10** referrals to Pgov homepage
- **10** referrals to permitting blog post



- **39** referrals to PMA page
- **19** referrals to CX CAP goal page
- **10** referrals to Pgov homepage

**Data is collected by Google Analytics and is based on sampling*

Key Takeaways

- Recent blog posts that are promoted through Twitter see significant engagement. **ACTION:** *We are not seeing the same trends on LinkedIn likely due to a smaller follower base. Implement campaign to increase followers and track this metric to see if there's improvement.*
- The site's bounce rate (users leaving after viewing only 1 page) continues to increase. **ACTION:** *Scheduled homepage refresh should take strategic steps to address this; complete user testing to gauge the effectiveness of the new homepage design in keeping users on the site*

Equitable Data

Equitable Data

- ▶ “**Equity**” means the consistent and systematic fair, just, and impartial treatment of all individuals.
- ▶ **Equitable Data** means the information that allows us to monitor the extent to which equity exists in a given program or setting.
- ▶ Equitable data are a basis for identifying and removing **barriers to program access** for those systemically excluded.
- ▶ Examples of barriers include opportunity costs (e.g., time to gather documentation means not working/not providing childcare), lack of transportation, historical distrust, unconscious bias in the application process.

PIO Role: Agency Equity Assessment

- PIOs are members of the Agency Equity Team.
- PIOs ensure that equity is incorporated into their agency's Strategic Plans and Agency Priority Goals

Equitable Data Challenges

- ▶ **Underutilized Data:** Agencies may be unable to assess equity in the program distribution and other resources because existing data is restricted or other barriers result in underutilization.
- ▶ **Inaccessible Data:** Some data can only be made available in restricted access environments.
- ▶ **Missing Data:** In some cases, the data needed to answer an equity question or respond to an issue does not exist at all, or only exists currently at a very low quality.

The Equitable Data Working Group (EDWG)

- ▶ Through answering specific policy questions that require data, the EDWG is exploring ways to leverage underutilized or inaccessible government data in order to measure and promote equity.
- ▶ The findings from the case studies will form the basis for broader recommendations to responsibly promote agency data sharing, matching, collection, and dissemination to the extent permitted by law.
- ▶ Recommendations may include reassessing legal interpretations of existing policies, or proposing regulatory or legislative changes.

No Easy Solutions (Hence Need for Evidence Act and Executive Order)

- ▶ **Underutilized Data:**
 - ▶ Create case studies that illuminate challenges and opportunities for data sharing and matching to create datasets.
 - ▶ Identify candidates for re-assessing use restrictions.
 - ▶ How to institutionalize experience so can apply to other datasets.
- ▶ **Inaccessible Data:**
 - ▶ Can restricted access approaches be made more inclusive?
 - ▶ Criteria for disseminating more disaggregated data to the public in a way that protects privacy.
- ▶ **Missing Data:**
 - ▶ Identify considerations to inform when to collect additional information.
 - ▶ Mitigate risk of unintentional disclosure of personal information and promote privacy protection.

Equitable Data Working Group: Structure

- ▶ **Planning Committee**
 - ▶ White House policy officials set high-level direction.
 - ▶ Coordinates stakeholder input.
- ▶ **Steering Committee**
 - ▶ Includes representatives named in Section 9(b) of the Executive Order
 - ▶ Proposes case studies to illuminate barriers to data access.
 - ▶ Incorporates stakeholder ideas.
 - ▶ Evaluates case study findings.
 - ▶ Makes recommendations to White House/OMB.
 - ▶ Keeps an eye on institutionalizing long-term improvements.
- ▶ **Project Sub-groups**
 - ▶ Identifies specific barriers or program needs.
 - ▶ Propose solutions that can provide proof-of-concept demonstrating what is possible.
 - ▶ Includes select Agency staff based on specific case study needs.

PIO Role: Equitable Data Working Group

- PIOs feed in experiences with agency assessments.
- PIOs provide input to promote institutionalization of changes through Strategic Plans and Agency Priority Goals

External Stakeholder Engagement

- ▶ External Stakeholder Office Hours
 - Provide a mechanism for external stakeholders to engage with the EDWG.
- ▶ Request for Information
 - *Methods and Leading Practices for Advancing Equity and Support for Underserved Communities Through Government*

Additional Resources

- ▶ **OMB Equity Learning Community**
 - ▶ Look out for an upcoming sessions on equitable data practices through the OMB Learning Community
- ▶ **Equity Mailbox**
 - ▶ Additional questions can be submitted to equity@(b) (6)

A large blue geometric shape, resembling a parallelogram or a tilted rectangle, occupies the right side of the slide. It has a dark blue outer border and a slightly lighter blue inner area, creating a layered effect.

Equitable Data Working Group: Background

Executive Order 13985: Key Principles

- Achieving equity must go beyond delivering special projects or programs that focus on underserved communities. Equity must be a central component of the decision making framework that all agency functions are routed through.
- Successful equity work yields tangible changes that positively impact the lives of people. Equity is not just a set of values, it must also be a set of outcomes.
- Equity benefits everyone. If we close the gaps in income, wealth and financial security for people across the country, our economy will grow. It's up to all of us as leaders to carry this message, and to demonstrate that advancing equity is not a zero-sum game that benefits some communities at the expense of others.

Executive Order 13985: What is Equity?

- ▶ “Equity” means the **consistent and systematic fair, just, and impartial treatment of all individuals**, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

Sec. 9. Establishing an Equitable Data Working Group

- Many Federal datasets are not disaggregated by race, ethnicity, gender, disability, income, veteran status, or other key demographic variables. This lack of data has cascading effects and impedes efforts to measure and advance equity. **A first step to promoting equity in Government action is to gather the data necessary to inform that effort.**
- Establishment. There is hereby established an Interagency Working Group on Equitable Data (Equitable Data Working Group).

Sec. 9.(c) The Equitable Data Working Group shall:

- Through **consultation** with agencies, **study and provide recommendations** to the Assistant to the President for Domestic Policy identifying **inadequacies in existing Federal data** collection programs, policies, and infrastructure across agencies, and **strategies for addressing any deficiencies identified**; and
- **Support agencies in implementing actions**, consistent with applicable law and privacy interests, that **expand and refine the data available** to the Federal Government to measure equity and capture the diversity of the American people.

PIO Council Meeting

February 20, 2019

GSA 1800 F street NW Room 1153



Gears of Government Award

PIO Council's Award Winners



2018 Awardees

Region 6 Electronic Reporting System Team: Craig Carroll, Ashley Howard, Margaret Osbourne, Dwayne Patrick, and Mita Rana

Environmental Protection Agency



For designing and implementing a single system for all regional activity reporting, reducing staff's reporting burden and improving management's monitoring of organizational performance and accomplishments.

2018 Awardees

Brittany Borg

Lead Program Evaluator at the U.S. Small Business Administration



For championing the use of administrative data for evaluations to develop evidence at low cost, resulting in significant improvements to federal program outcomes and operations.

2018 Awardees

Erik Wagus, Daniel Brandt, and Lenora Stiles

Department of the Treasury



For leading Treasury's Lean Six Sigma Continuous Process Improvement program, which focuses on improving program results, encouraging innovation, and enabling Treasury employees to meaningfully shift from low to high-value work while increasing program participation and satisfaction.

2018 Awardees

**Bridget Keplinger, Idelisse Rodriguez, Maylin Jue,
Arkesha Moses, Felipe Millan, Catterra Castile,
Steve Richardson, Chad Hancher, and Anne Klieve**

Department of Labor



For developing a continuous process improvement program, focused on streamlining operations, eliminating waste, and shifting resources from low-to-high value activities.

OMB Updates





Foundations for Evidence-Based Policymaking Act of 2018

Title 1 – Federal Evidence-Building Activities

- Agency Evidence-Building Plans
- Agency Evaluation Plans
- Evaluation Officers
- Program Evaluation Best Practices and Competencies
- Statistical Officials and Interagency Council on Statistical Policy
- Advisory Committee on Data for Evidence-Building

Title 2 – Open Government Data Act

- Guidance to Make Data Open by Default
- Strategic Information Resources and Open Data Plan
- Comprehensive Data Inventory and Federal Data Catalogue
- Chief Data Officer
- Chief Data Officer Council

Title 3 – Confidential Information Protection and Statistical Efficiency (CIPSEA)

- CIPSEA Designation Guidance
- Codification of Statistical Policy Directive #1
- Presumption of Accessibility for Statistical Agencies
- Expanding Secure Access to CIPSEA Data Assets
- Application to Access Data Assets for Developing Evidence

OMB Implementation Approach

- Currently planning its Foundations Act implementation approach
- Recognize that the Act contains many near-term deadlines and understand that some agencies are eager to begin addressing them
- Recognize that the Act overlaps with ongoing initiatives and needs to involve multiple OMB and agency offices and activities
- Prioritizing an integrated implementation, both across OMB offices and across ongoing OMB initiatives, such as the Federal Data Strategy
- Agencies should begin to move forward with implementation where they can, consistent with the Act's requirements;
 - Don't wait to start identifying key individuals and offices who can start collaborating and planning
 - Let us know what you're doing so we don't diverge and so that we can learn from what you're doing

2019 Strategic Reviews



Preparing for 2019 Strategic Reviews

Proposed Focus for 2019 Strategic Reviews [FOR FEEDBACK AND DISCUSSION]

- Retain traditional focus on agency summary of findings and organizational learning from the internal reviews and other management assessments.
- Agencies will then be asked to use their internal strategic reviews to generate a ***‘Performance Dashboard’*** that will be used to review and discuss findings with OMB during the one-hour review meeting to be held in June or July.
- The ‘Performance Dashboard’ will be finalized following the SR meetings, and updated periodically.

Other Coordinating Details

- Forthcoming email communication from OMB’s Deputy Director for Management will be sent to agency Deputy Secretaries / Chief Operating Officers to kick-off preparations for this year’s OMB/Agency meetings.
- A Frequently Asked Question (FAQ) Guide will accompany email to agencies with additional information on the ‘Performance Dashboard,’ timeline, and link to resources page on MAX Community.
- The Agency ‘Dashboard’ and Summary of Findings due to OMB **May 10, 2019**.



2020 Survey of Federal Managers

Presentation for the Performance Improvement Council
January 11, 2022

Strategic Issues Team

Alissa Czyz, Acting Director

Benjamin Licht, Assistant Director

Emily Gruenwald, Senior Analyst

Adam Miles, Senior Analyst

Amanda Prichard, Senior Analyst

Alan Rozzi, Analyst

Presentation Agenda

- Role of PIOs and the PIC in Evidence-Based Policymaking
- History of GAO's Federal Managers Survey (FMS)
- Overview of the 2020 FMS
- GAO's findings from 2020 FMS results on:
 - Different types of evidence (availability, use, and capacity)
 - The use of performance information
- Discussion/Q&A

Role of PIOs and the PIC in Federal Evidence-Based Policymaking

- Federal decision makers need evidence, including performance information, to determine if federal programs and activities are achieving their intended results.
- Such evidence can help congressional and executive branch leaders identify and correct problems, improve program implementation, and make other important management and resource allocation decisions.
- Performance Improvement Officers (PIO) and the Performance Improvement Council (PIC) play vital roles in the collection, analysis, and use of performance information to understand results and identify needed improvements—within individual agencies and across the federal government.



History of GAO's Federal Managers Survey

- Since 1997, GAO has periodically surveyed federal managers on various performance and management topics.
- We have used survey results to
 - provide insights on management processes, practices, and cultures within agencies and across the federal government; and
 - assess the implementation of various management laws.



Overview of the 2020 FMS (7th Iteration)

- In 2020, we updated and expanded the survey instrument to cover
 - additional types of evidence, and
 - continuity of operations during the COVID-19 pandemic.
- We administered the survey from July to December 2020 to a random sample of 4,000 managers at 24 major agencies.
- The survey's overall response rate was 56%, which allowed us to generalize results government-wide and at each agency.

Survey of Organizational Performance and Management Issues, including Work during the COVID-19 Pandemic

United States Government Accountability Office

Introduction

The U.S. Government Accountability Office (GAO) is an independent, nonpartisan agency that examines how taxpayer dollars are spent, and provides Congress and federal agencies with objective, reliable information to help the government work more efficiently.

GAO is surveying federal managers about several organizational performance and management issues. Your responses are critical to help us better understand the experiences of managers like you, and ensure our work analyzing these issues provides an accurate picture of those experiences across the federal government.

Section 2. Performance Measures and Information

This section asks questions about performance measures and information.

For the purpose of this survey, **performance measures** collect data (i.e., **performance information**) to track progress towards achieving agency goals or objectives. These measures may also be used to assess the overall performance of a program/operation/project.

The measures can be quantitative or qualitative, and can focus on different aspects of performance such as customer satisfaction, efficiency, or quality.

Subsection 2a. Your Experience as a Manager

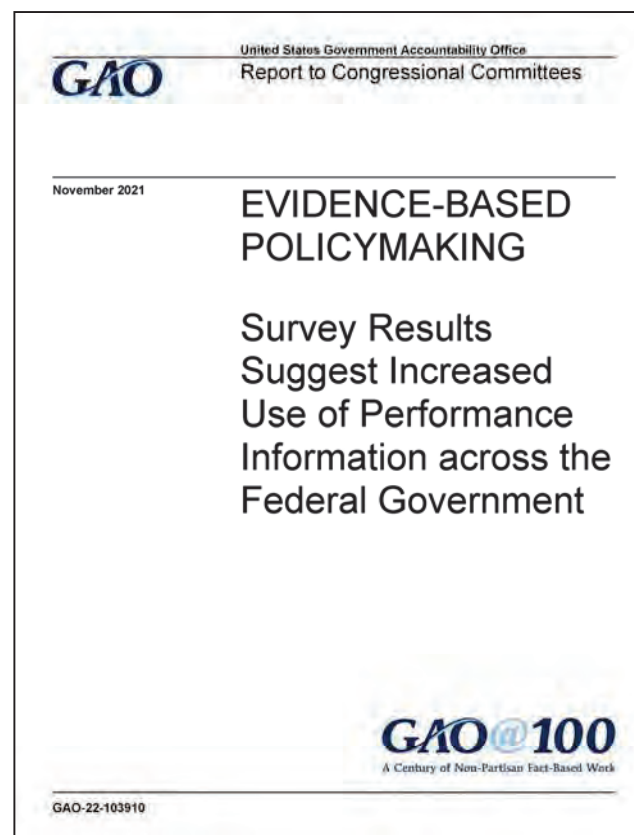
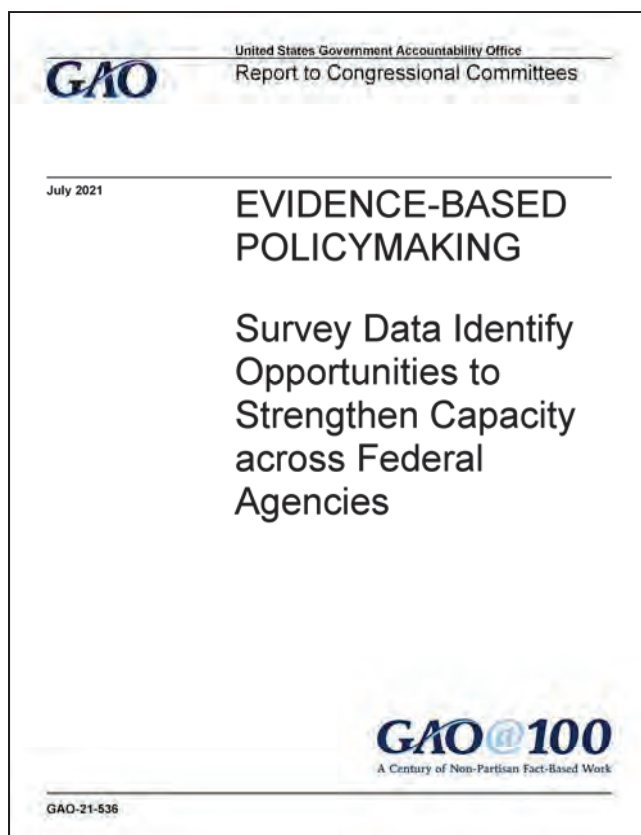
This first sub-section asks questions about **your current role as a manager and the program(s) in which you are involved**. When we say "program" we mean any program(s), operation(s), or project(s) for which you have management responsibilities.

2. Are there performance measures for the program(s) that you are involved with? (Select one.)

1. ☐ Yes
2. ☐ No ([Click here to skip to question 6](#))
3. ☐ Do not know ([Click here to skip to question 6](#))

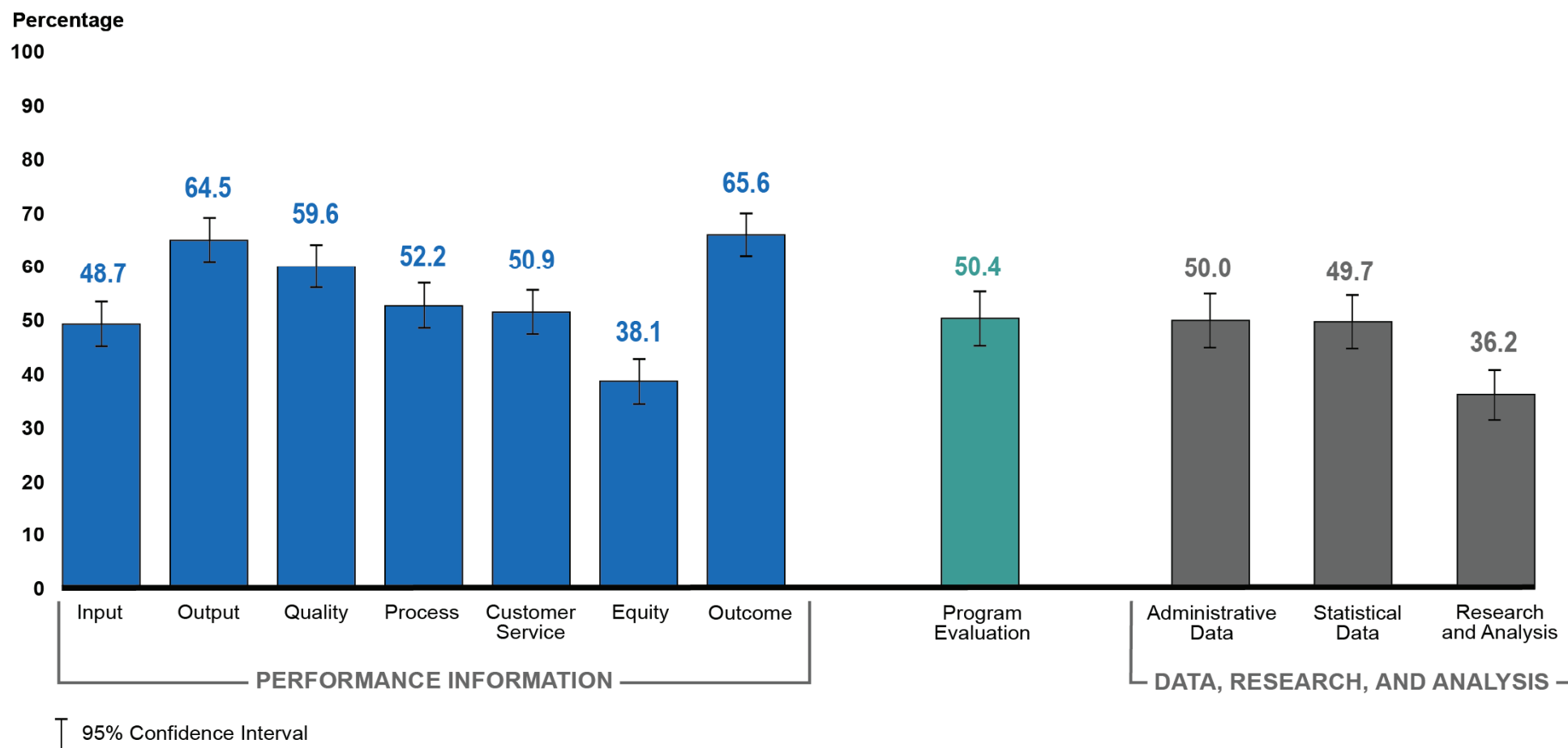
GAO's Findings from 2020 FMS Results

- Reports in July and November 2021 analyzed evidence-related topics and the use of performance information.



Most Managers Reported Having One or More Types of Evidence (Availability)

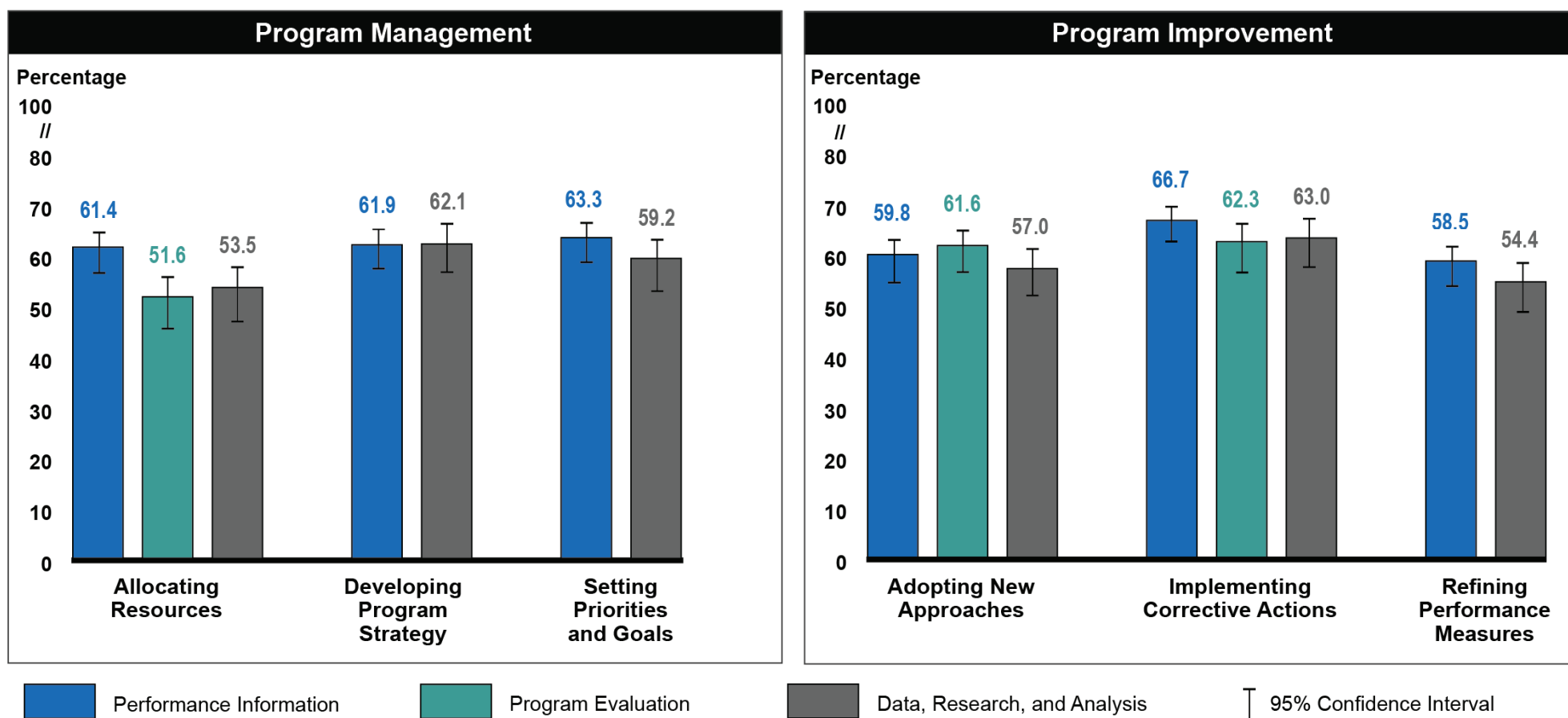
Estimated Percentage Reporting to a “Great” or “Very Great” Extent



Source: GAO analysis of survey results. | GAO-21-536

A Majority of Managers Who Had Evidence Used It in Selected Decision-Making Activities

Estimated Percentage Reporting to a “Great” or “Very Great” Extent



Source: GAO analysis of survey results. | GAO-21-536

Reported Evidence-Building Capacity Varied across Agencies and Types of Evidence

Estimated Percentage Reporting to a “Great” or “Very Great” Extent

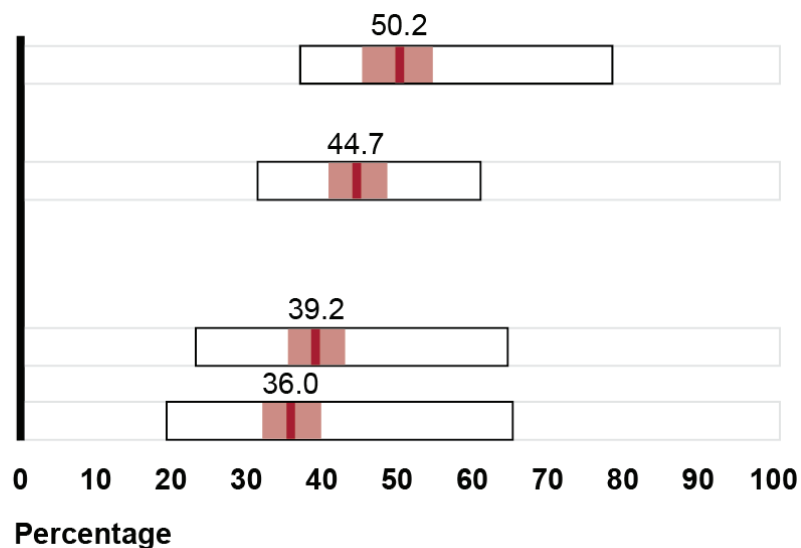
Program staff have the skills needed to collect, analyze, and use data, research, and analysis


My agency has the tools to collect, analyze, and use performance information


My agency is investing the resources needed to improve the agency’s capacity to use

Performance information

Data, research, and analysis



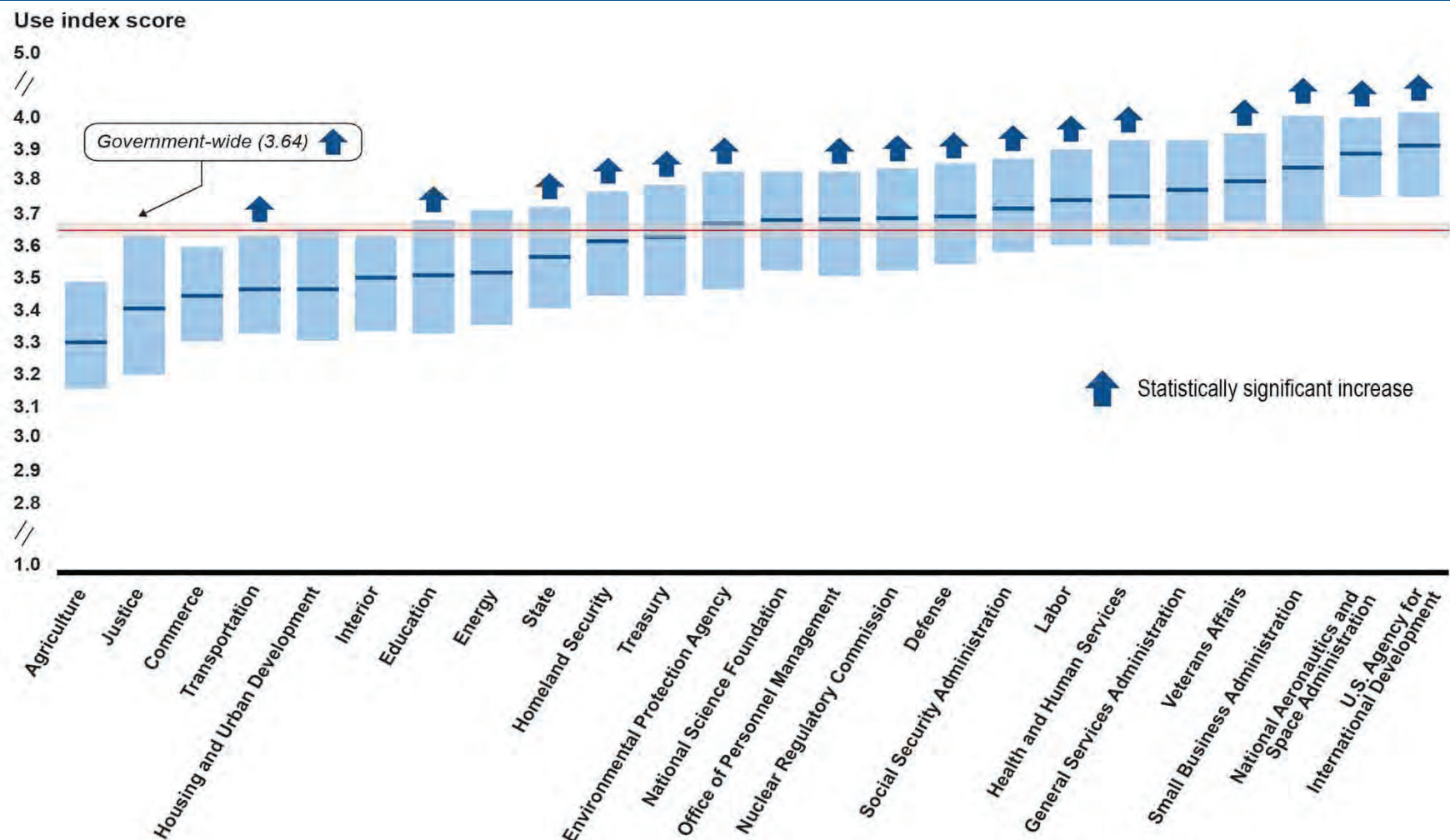
 Government-wide estimate (line) with 95% confidence interval (shading)

 Range of agencies' results

Source: GAO analysis of survey results. | GAO-21-536

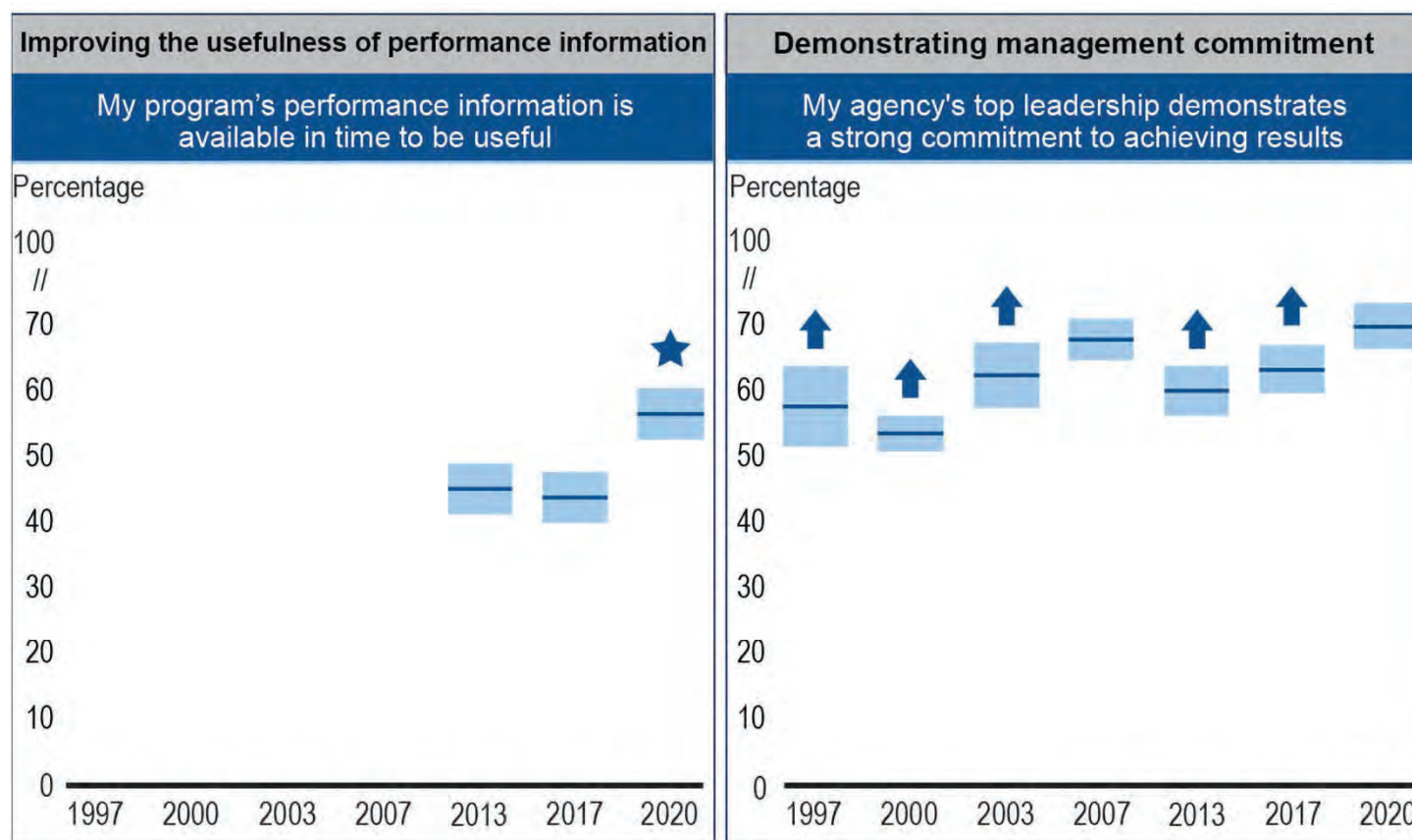
- In July 2021, we recommended that OMB work with OPM and relevant interagency councils to leverage our survey results to inform efforts to enhance federal evidence-building capacity.

Use of Performance Information Increased Government-wide and at a Majority of Agencies



Government-wide, Managers Reported Increased Use of Leading Practices

Estimated Percentage Reporting to a “Great” or “Very Great” Extent



Legend

— Point estimate (line) with 95 percent confidence interval (shading)

↑ 2020 result is a statistically significant increase compared to this year

★ 2020 result is a statistically significant increase compared to each prior survey year

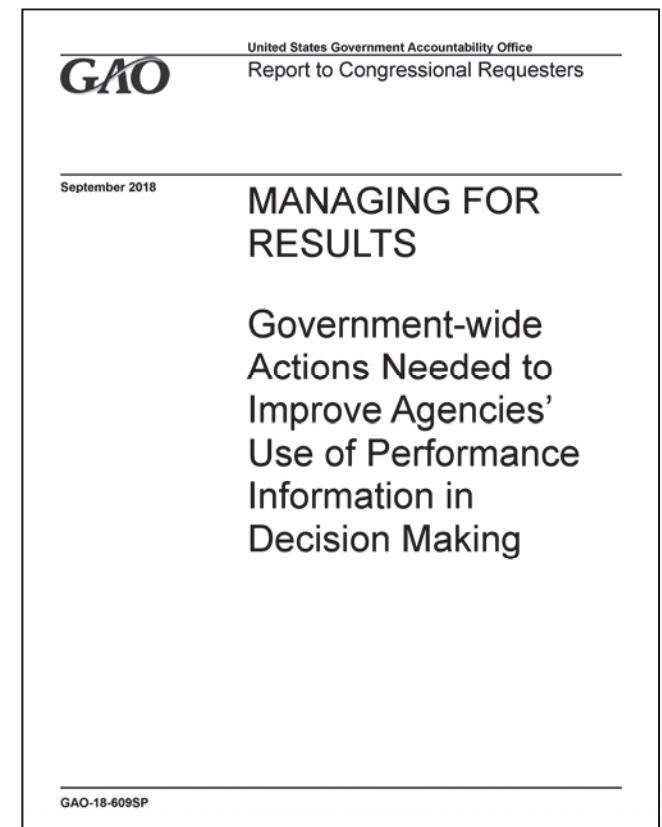
Practices That Can Promote the Use of Performance Information:

- Aligning agency-wide goals, objectives, and measures
- Improving the usefulness of performance information
- Developing capacity to use performance information
- Demonstrating management commitment
- Communicating performance information frequently and effectively

Source: GAO-05-927

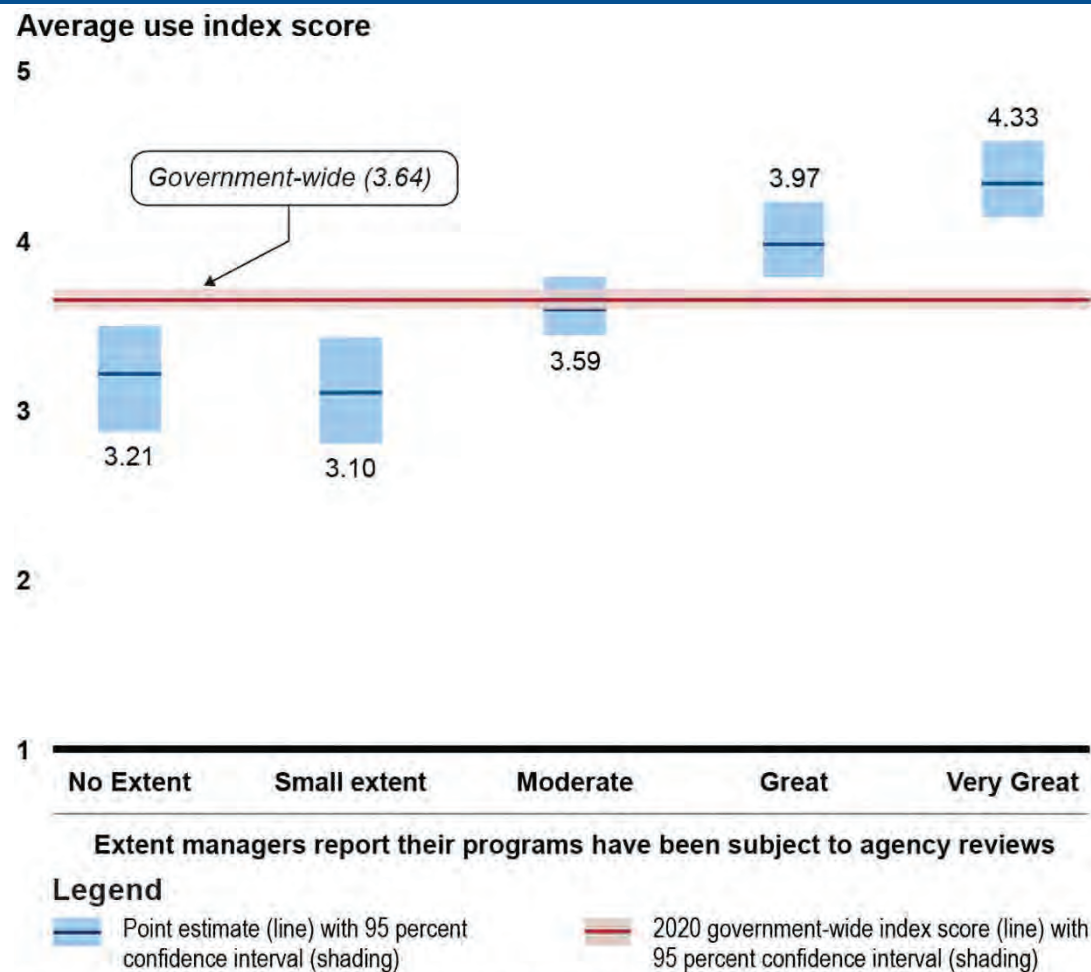
Use of Performance Information and Leading Practices Continued to Vary across Agencies

- Although 2020 survey results suggest improvements, given variation across agencies, we continue to believe it is important to implement a recommendation we made in September 2018.
- We recommended that OMB and the PIC use our survey results to identify and share among agencies proven practices for increasing, and addressing challenges that hamper, the use of performance information.
- These actions could lead to greater use of performance information in decision-making, which in turn can lead to improved results.



Involvement in Data-Driven Reviews Was Positively Associated with Greater Use of...

1. Performance information (see figure)
2. Leading practices that promote the use of performance information



Source: GAO analysis of survey results. | GAO-22-103910

Questions?

Contacts for 2020 FMS Work

- Alissa Czyz, Acting Director, (b) (6)
- Benjamin Licht, Assistant Director, (b) (6)

Selected GAO Products on 2020 FMS

- *Evidence-Based Policymaking: Survey Results Suggest Increased Use of Performance Information Across the Federal Government, [GAO-22-103910](#) (November 3, 2021).*
- *Evidence-Based Policymaking: Survey Data Identify Opportunities to Strengthen Capacity across Federal Agencies, [GAO-21-536](#) (July 27, 2021).*
- *2020 Federal Managers Survey: Results on Government Performance and Management Issues, [GAO-21-537SP](#) (July 27, 2021).*
 - Includes government-wide and individual agency results.
 - Identifies survey methodology and past surveys/products.



Additional Contacts

GAO on the Web

Connect with GAO on [LinkedIn](#), [Facebook](#), [Flickr](#), [Twitter](#), [YouTube](#) and our Web site: <https://www.gao.gov/>
Subscribe to our [RSS Feeds](#) or [Email Updates](#). Listen to our [Podcasts](#) and read [The Watchblog](#)

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PIO Council Meeting
Tuesday, July 28, 2020
10:00 to 11:00 AM

Join ZoomGov Meeting

(b) (6)

Agenda

- **Welcome and Introductions** *OMB*
- **OMB Updates**
 - General Management Updates
 - Data Collection / Survey in support of Enterprise Management Study
- **CX Update and Case Study**
 - [Improving Customer Experience \(CX\) CAP Goal](#) Update
 - TSA presentation – case study
 - Open discussion:
 - i. What are the best uses for administrative data currently available to PIOs?
 - ii. What roles can PIOs play at the HQ level in facilitating the availability and use of administrative data to engage with agency leadership?
 - iii. In what ways can PIOs work with agency components to leverage available data to become drivers of change?
- **Closing Remarks** *OMB*

PIO Council Meeting

June 13, 2019

3:00-4:30 PM

GSA 1800 F street NW Room 1153



2019 Strategic Reviews

OMB / Agency Read-out on Meetings to Date



OMB Updates

- **Legislative Updates** (*Taxpayer Right to Know Act*)
- **OMB ‘*Management*’ Calendar**
 - Integrated calendar across OMB M-offices (OPPM, OFCIO, OFFM and OFFP) that includes:
 - Agency submission requirements to OMB (statutory requirement, OMB M-memo, A-11 / Part 6)
 - Council meetings / events
 - Accessible on the OMB Performance Portal on MAX Community
- **OMB Memorandum M-19-18, *Federal Data Strategy – A Framework for Consistency***
- **OMB Circ. A-11 / Part 6 – 2019 Revision**

OMB Circ. A-11 / Part 6

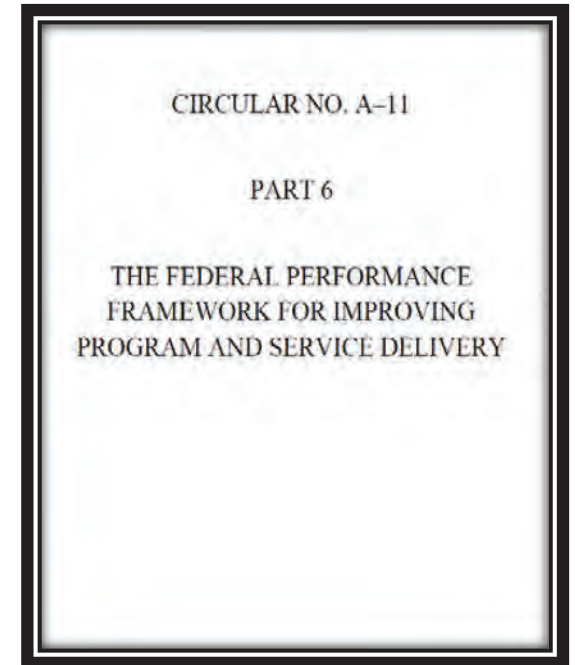
2019 Revision



OMB Circular No. A-11 / PART 6

2019 Summary of Major Changes

- Strengthens Part 6 in providing foundation of routines and processes by which various management functions and decision-support capabilities can integrate into.
- **Part 6's updated title** – *The Federal Performance Framework for Improving Program and Service Delivery* – and reorganization of specific Sections reflects a continued evolution towards a more coordinated approach and framework for providing policy and guidance in management areas critical to improving the organizational performance of Federal agencies.
- **Section 210** establishes guidance defining 'program' as a 'program activity' for the purposes of implementing the Federal Program Inventory and associated reporting requirements from the GPRA Modernization Act in 31 USC 1122.
- **Section 220** discusses the relationship of the Management Agenda to the GPRA Modernization Act while consolidating guidance in PMA specific priority areas.
- **Section 290** establishes initial guidance integrating applicable parts of the Foundations of Evidence-Based Policy Making Act of 2018 into the Federal Performance Framework





Sharing Quality Services: Overview of CAP Goal Changes for the Performance Improvement Council

Goal Leaders:

Suzette Kent, Federal Chief Information Officer, Office of Management and Budget

Emily Murphy, Administrator, General Services Administration



Goal Statement: To create a mission-driven government with modern technology and services that enable the workforce to better serve the American taxpayer.

Challenge: Outdated processes and technology, coupled with a culture of compliance, have created an inflexible mission-support environment.

- Common mission support services such as processing hiring transactions, managing finances, closing contracts, and processing payroll cost more than \$25B annually.
- Rather than economizing by sharing across the Federal government, we duplicate contracts, people, and technology across hundreds of locations.
- Thirty eight percent of Federal leaders report low satisfaction with mission support.

Opportunity: Improve the efficiency and effectiveness of the Federal government's mission support services in the short and long term, leading to improved performance, customer experience, and operational costs.

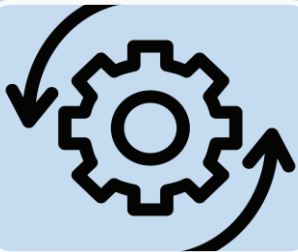


Strategies for Sharing Quality Services



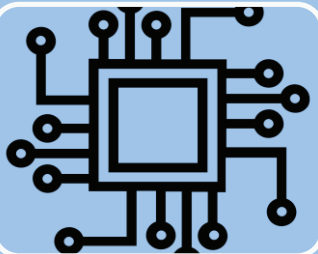
STRATEGY 1: AGREE ON WHAT WE CAN SHARE

The intention to share common mission support functions demonstrates good and effective management, but the work begins prior to sharing any such services. The government must first agree on what activities are common enough to be leveraged across Agencies, the standards that are required to perform those activities, and the data that helps drive better decisions.



STRATEGY 2: CREATE BETTER CAP ABILITIES FOR THE FUTURE

Identify the lead agencies to offer centralized capabilities for use across the government. Those designated Quality Service Management Offices (QSMOs) will offer both modern technology and transaction processing solutions to drive scale, standardization, and efficiency. This expanded model allow creates flexibility for Agencies to leverage services spectrum that best aligns with their mission and current capabilities.



STRATEGY 3: INCREASE USE OF EXISTING SERVICES

Government will increase adoption of established government-wide services using an enhanced, customer-centric operating model. Building on existing infrastructure and economies of scale will provide substantial efficiencies in process and cost. The implementation path for these services is well established and expanding these existing services, with identified enhancements to address historic barriers of adoption, will help inform the model for future services.

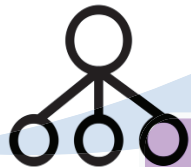


Connecting the Strategies *From Laying the Foundation to Service Optimization*

Strategy 1: OMB designates Standards Leads to work with agencies to develop Government-wide capabilities for new service areas.

Strategy 2: Once capabilities are agreed upon, QSMOs are designated to offer modern technology and transaction processing solutions to drive scale, standardization and efficiency.

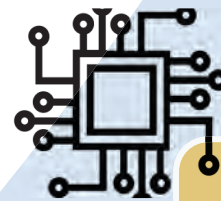
Strategy 3: Services are mature, demonstrate value, and are customer-centric, thereby qualifying as an “existing service” and use is increased.



Strategy 1
Agree on what we can share



Strategy 2
Create better capabilities for the future



Strategy 3
Increase use of existing services

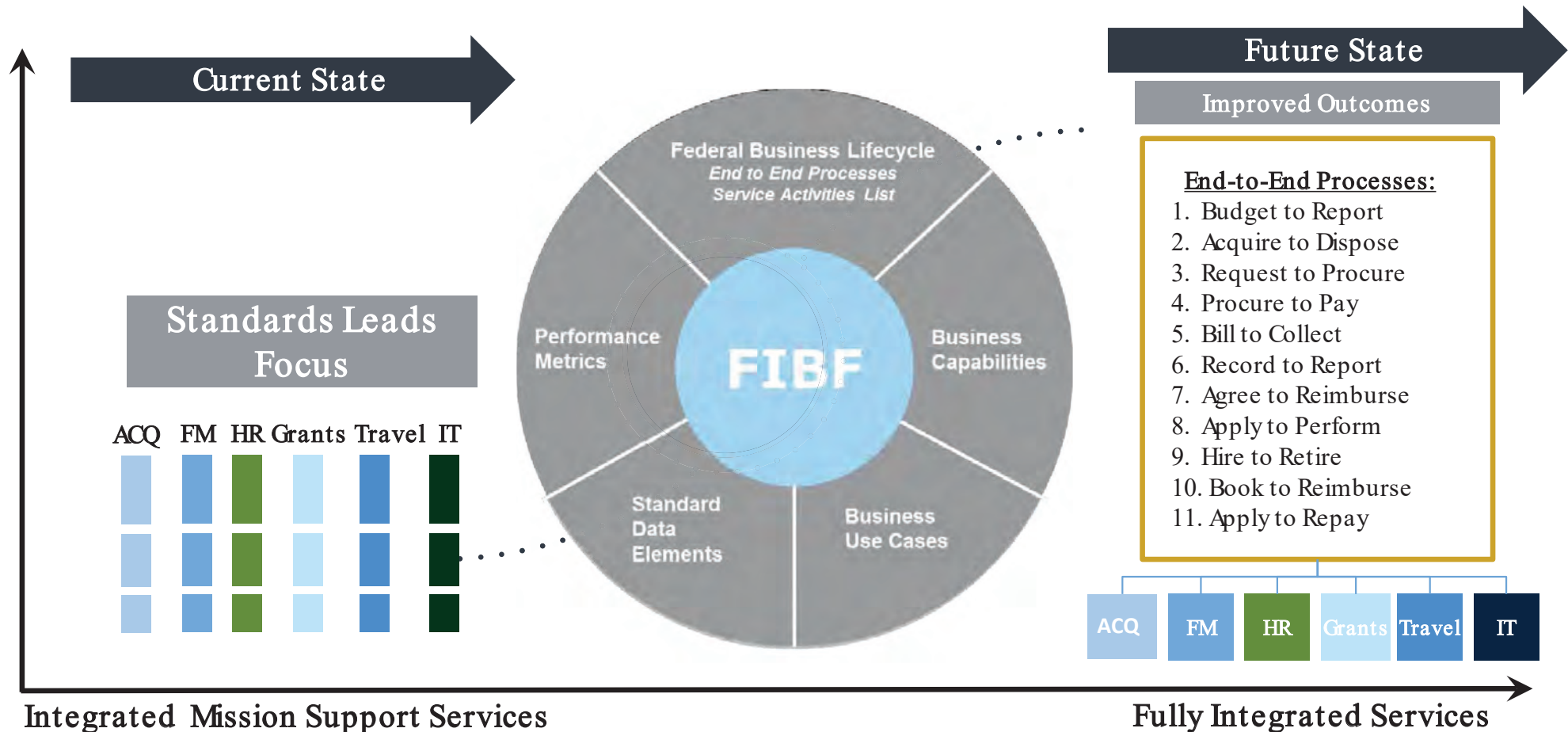


Service Optimization



Strategy 1: Agree on What We Can Share *Federal Integrated Business Framework*




The new Federal Integrated Business Framework process will transform the government from stove-piped, insular functions to process-focused end-to-end business operations.





Strategy 2: Create Better Capabilities for the Future

Create centralized capabilities for functions that have agreed upon standards, and designate Quality Service Management Offices (QSMOs) to offer and manage competitive solutions that **drive standardization, integrate solutions, and respond to agency business needs. Centralized capabilities are envisioned for the following functions:**

	Phase	Description	Policy Office	Standards Lead ¹	QSMO	Functional Area
	Formal Designation	Planning has been completed and QSMO has begun implementation of services.	TBD	TBD	TBD	TBD
	Assessment & Pre-Designation	Initial research has been completed to identify the lead agencies and assessment is underway. QSMOs receive Pre-designation status and prepare a 5 year plan in alignment with the designation criteria within 3 months of the pre-designation.	OPPM	OPM	GSA	➤ Civilian HR Transaction Services Operational Support for: Talent Acquisition, Talent Development, Employee Performance Management, and Compensation and Benefits Management
			OFFM	Treasury FIT	Treasury	➤ Core Financial Management Accounts Payable, Accounts Receivable, General Ledger, Reporting
			OFFM	OMB	HHS	➤ Grants Management Grant Program Administration and Oversight, Management of Grant Pre-Award, Award, Post-Award & Closeout, Grant Recipient Oversight (<i>initial focus may be a Single Audit Solution</i>)
			OFCIO	DHS	DHS	➤ Cybersecurity Services Network Defense, Vulnerability Management, Security Operations, Incident Management, Threat Intelligence, Enterprise Intrusion Detection/Prevention, Cyber Supply Chain Risk Management, DNS Services, Hardware/Software Asset Management, Digital Identity and Access Management, Data Protection, Mobile Security Services
	Initiation & Research	Initial research about the possibility of a centralized capability for a functional area is underway.	OFPP OFPP GSA PPM USDS OFFM	TBD OMB GSA TBD GSA GSA	Post-Research Phase	➤ Assisted Acquisition ➤ Contract Writing Systems ➤ Travel ➤ FOIA ➤ Customer Experience ➤ Real Property Management

¹Standards Leads not subject to formal designation process.



Strategy 2: Create Better Capabilities for the Future *Governance & Operating Model*

Office of Management and Budget (OMB)

President's Management Council (PMC) :
OMB and GSA serve as the Mission Support CAP Goal Leaders

SSGC	OPPM	OFFM	OPPM	OFPP	OFCIO
Shared Solutions Governance Board (SSGB)	PIC	CFO Council	CHCO Council	CAO Council	CIO Council

Governance Objectives

Define overall strategy for mission support services and identify key priorities.

Designate QSMOs by Functional Area and align policy with CAP Goal strategy and other management initiatives.

Set Council goals specific to community of practice (FM, HR, etc.) and in alignment with PMC goals.

Advise on cross-functional implementation of mission support services goals, includes GSA for implementation strategies.

Provide subject matter expertise and cross-functional integration of standards.

Define and coordinate government-wide standards through the management of Change Control Boards.

Identify ongoing and emerging operational needs via the working groups and change control boards.

Business Standards Council (BSC)

Standards Leads

Coordinate through Cross-Agency governance to establish and maintain standards following a common framework

Federal Agencies

Provide expert representatives to standards working groups and change control boards (as designated by CXO Councils)

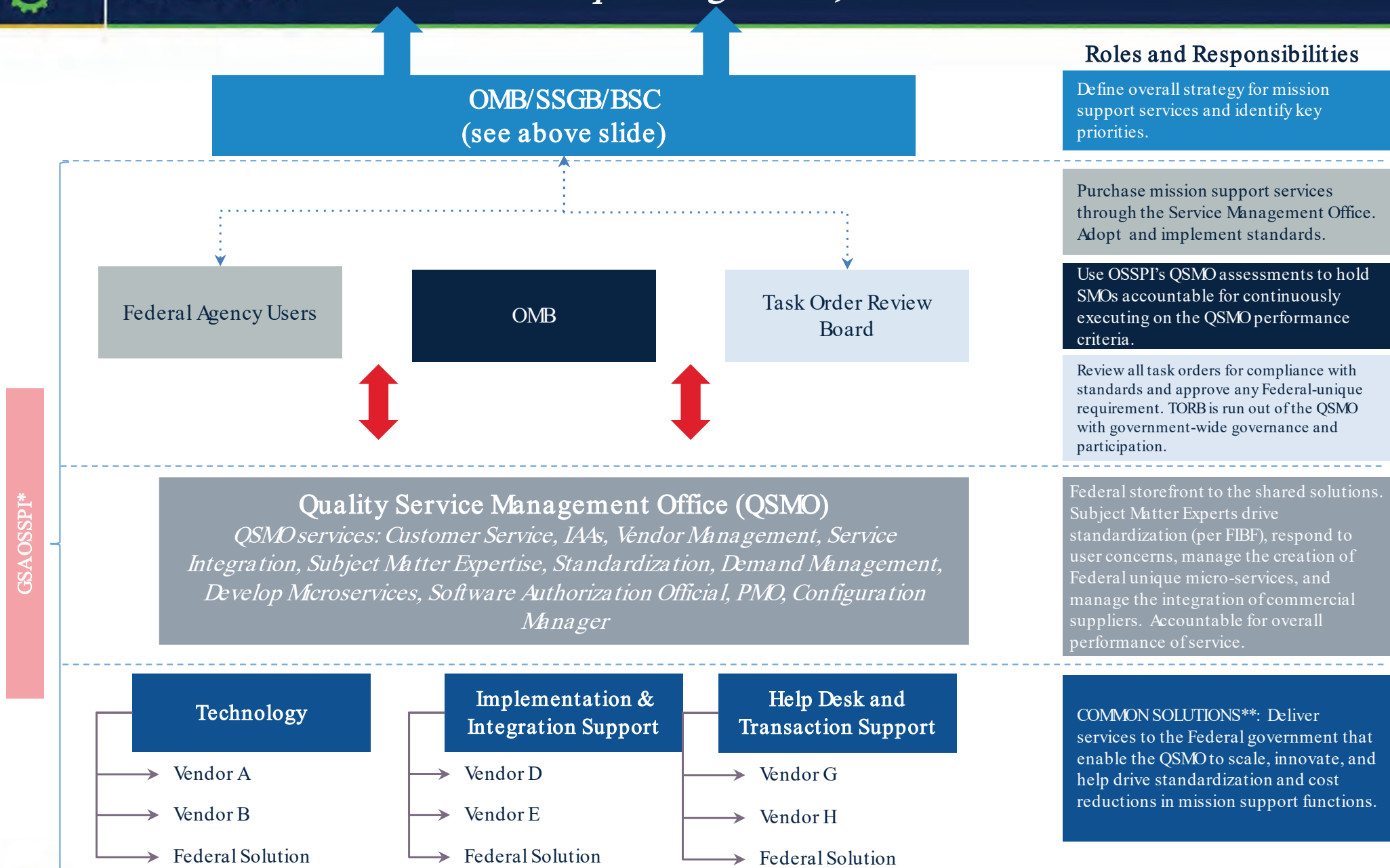
GSAOSSPI*

**OSSPI coordinates governance, executes CAP Goal program management, and develops processes to support development and implementation of OMB policy as it relates to mission support services.*





Strategy 2: Create Better Capabilities for the Future *Governance & Operating Model, continued*



*Coordinates governance, executes program management and develops processes to support development and implementation of OMB policy as it relates to mission support services.

**Number of vendors is notional; however competition is necessary.





What is the SAPOC?

Per OMB Memo 19-16, all CFO Act Agencies will designate a Senior Accountable Point of Contact (SAPOC) to coordinate across agency mission support functions and collaborate with program offices to support adoption of the shared service strategies, communicate information across the agency, and take and other related actions to drive operational efficiency and effectiveness consistent with the goals of the President's Management Agenda (PMA), as outlined on Performance.gov.

What are the responsibilities and commitments?

- Semi-annual meetings: Meet twice yearly to discuss best practices and challenges.
- Communication: Share information within their organization by serving as the recipient for inbound communications and appropriately disseminating shared services' messaging across the Department/Agency.
- Strategy 1 - Standards: Drive agency participation in the development of governmentwide standards. This will follow the Federal Integrated Business Framework (FIBF), which is a five step process to transform the Government from stove-piped, insular functions to process-focused, end-to-end business operations. The SAPOC will also oversee the Readiness Assessment process to determine the agency's readiness to transition to new systems based on the new standards.
- Strategy 2 - Quality Service Management Offices (QSMOs): Approve the agency business case for any investment in a mission support function separate from the QSMO offerings, where a QSMO exists-
- Strategy 3 - Increase Adoption of Existing Services: Coordinate the agency strategy for adoption of centralized services. Agencies will be responsible for submitting an annual plan identifying which services they will prioritize for adoption.

Who should the SAPOC be?

A SAPOC should have:

- Management responsibilities for administrative functions, with visibility into planned acquisitions.
- The ability to influence and drive change across administrative functions at the Department/Agency.
- The ability to speak to Department/Agency needs and advise on the adoption of services.



Strategy 3: Increase Use of Existing Services *Services that Work Today*

Agencies will submit a rolling annual plan to identify which of the following services the agency will prioritize for adoption on an annual basis (beginning in 2020/21). Agencies will be measured on their progress for the areas they select.

Service Area	Lead Agency	Goal	Key Performance Indicators
Fleet	GSA	Consolidate Federal fleet management to reduce costs and increase efficiencies through purchasing power and centralized maintenance.	# of vehicles studied/ # of vehicles consolidated
Centralized Receivables	Treasury	Centralize Federal Government non-tax, non-loan receivables.	# increase in receivables processed through CRS
Enterprise Infrastructure Solutions	GSA	Centralize voice and data services ordering to reduce operational costs and improve government spending.	Under Development
GSA SmartPay®	GSA	Reduce administrative burden through central access to tools, processes, or other actions related to purchase card management.	\$ increase in annual refund to agencies
Optimize Federal Disbursing	Treasury	Increase electronic payments and Treasury-disbursed payments.	% of Treasury-disbursed payments % electronic payments processed
Security Operations Center (SOC) as a Service	DOJ	Enhance adoption of SOC as a Service for detection, analysis, and response activities, and contribute to government-wide cyber-situational awareness.	Under Development
Electronic Records Management	GSA	Increase adoption of Schedule 36 offerings which provides electronic and physical records management solutions and records management services.	Under Development

PIO Council Meeting

June, 2018



Preparing for 2018 Strategic Review Meetings

Coordinating an Agenda

- The agendas are tailored to meet the needs of the agency and OMB
- Agencies identified proposed areas for the agenda with the initial submission of their briefing materials
- Additional coordination across OMB to identify areas of interest to potentially raise during the meeting
- The meetings will be approximately 90 minutes

Basic Structure

- In general, 2/3rds time allocated for the mission assessment discussion (including the Risk component), and 1/3rds on management areas
- Generic outline and format is below, with opportunity for dialogue and discussion throughout the meeting:
 - Opening remarks
 - Agency overview of strategic review findings / designations
 - Deeper discussion of 2-3 topics relevant to OMB/agency, and
 - Management Priorities / Areas of Focus

Meeting Follow-up

- OMB or Agency action items discussed in the meeting will be identified and agreed to prior to the meeting concluding
- The Performance Team will coordinate follow-up meetings with the RMO or agency if helpful

Meeting Calendar

June 2018				
Monday	Tuesday	Wednesday	Thursday	Friday
				1
4	5	6	7	8
11	12	13	14	15
			GSA (1-2:30 PM)	
18	19	20	21	22
	SBA (11-12:30 PM)	USAID (10-11:30 AM)	VA (10-11:30 AM)	
	EPA (1-2:30 PM)	DOT (1-2:30 PM)		
USDA (3-4:30 PM)	STATE (3:30-5 PM)	DOI (3-4:30 PM)	DOL (3-4:30 PM)	
25	26	27	28	29
	HUD (10-11:30 AM)	DOC (10-11:30 AM)		OPM (9:30-11 AM)
DHS (1-2:30 PM)	ED (1-2:30 PM)	DOJ (3-4:30 PM)		TREASURY (11-12:30 PM)

- Pending schedule confirmation: DOE, HHS, NASA, NSF, SSA
- All meetings will be hosted in EEOB room 248
- DOD review being scheduled to align w/ FY 2017 NDAA requirement

Performance.gov Update

PMLoB Funding & 2018/2019 site enhancements



PMLoB: FY 2020 Budget Planning

- Agency contributions to the PMLoB provide for continued O/M of Performance.gov including hosting and security. A small portion is allotted for development and site enhancements
- Contributions have remained stable since FY 2017
- Below are proposed contribution amounts for FY 2020 budget planning

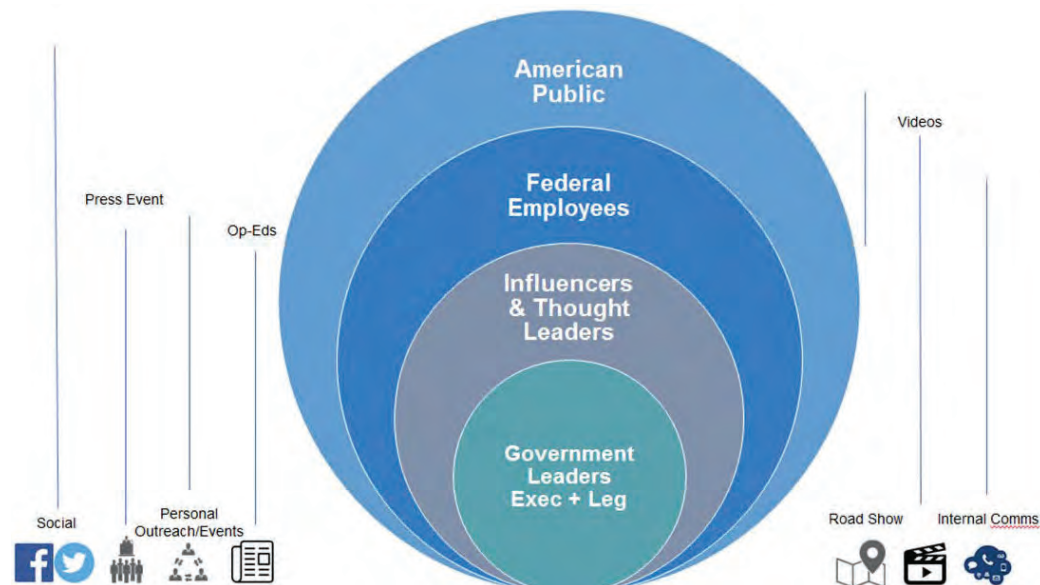
Agency	<i>FY 2018</i>	<i>FY 2019</i>	<u>FY 2020</u>
Department of Commerce	\$79,800	\$79,800	\$79,800
Department of Defense	\$79,800	\$79,800	\$79,800
Department of Housing and Urban Development	\$79,800	\$79,800	\$79,800
Department of Agriculture	\$79,800	\$79,800	\$79,800
Department of Education	\$79,800	\$79,800	\$79,800
Department of Energy	\$79,800	\$79,800	\$79,800
Department of Health and Human Services	\$79,800	\$79,800	\$79,800
Department Homeland Security	\$79,800	\$79,800	\$79,800
Department of Interior	\$79,800	\$79,800	\$79,800
Department of Justice	\$79,800	\$79,800	\$79,800
Department of Labor	\$79,800	\$79,800	\$79,800
Department of State	\$79,800	\$79,800	\$79,800
Department of Transportation	\$79,800	\$79,800	\$79,800
Department of Treasury	\$79,800	\$79,800	\$79,800
Department of Veterans Affairs	\$79,800	\$79,800	\$79,800

Performance.gov Development Strategy

Context (18F Study Findings): *make performance info and data meaningful and ready to be reused*

Map 1 – Communications Audiences

The PMA audience can be described as concentric circles, building out from internal stakeholders that must own and deliver the PMA, to the American public that will be positively impacted by the change created by the PMA. The image represents the tactics that will reach each audience



User	Characteristics
Researcher	<ul style="list-style-type: none"> Works at a university, think tank, or advocacy organization Alternates between working in government and outside of government Works at an organization funded to influence government via reports and policy recommendations Has perspectives on government systems and processes Work influences other researchers, journalists, and policymakers
Journalist	<ul style="list-style-type: none"> Focused on identifying corroborating information to support story Interested in uncovering issues that impact their readers (or supporting someone with this goal) Rarely focused directly on government performance as an issue

Map 2 – Communications Audiences

18F's research project on Performance.gov identified two primary audiences for government performance data and information: Researchers and Journalists. In addition to the audiences described above in Map 1, the characteristics and preferences of these users will also influence our communication and design strategies for performance.gov going forward.

Performance.gov Development Strategy

Develop Performance.gov into a communications platform that accomplishes three objectives:

1. Data Transparency: Shares government performance goals and data with key target audiences (researchers and journalists), including links to agency performance reports, highlights of key data, and regular updates of Priority Goals (APGs / CAPs).
2. Accountability: Promotes accountability to the American public by providing one, centralized reporting location for finding regular progress updates towards achieving Priority Goals (APGs / CAPs) and agency performance plans and reports; and
3. Communication: Increases awareness of the PMA and agency successes by telling real stories of how citizens are benefitting from management improvements, with a focus on data relevant to key demographics and regions that is communicated in a way that is meaningful to the public (e.g., themes and goals).

Overall Project Strategy

- **Short Term** – Maintain current accountability reporting; build a strong base of users and followers by highlighting on the site and through social media: (a) a limited number of key datasets with demonstrated user demand, (b) progress made by CAP Goal teams and agencies in support of the PMA; and (c) agency success stories.
- **Long Term** – Build on growing user base to generate support across the EOP and agencies for increasing the data and information available through the site, ultimately becoming a trusted platform for frequent, open communications about how the Government is performing and holding itself accountable for positive results.

Key focus Areas for Performance.gov enhancements (2018 – 2019)

Communications

- Increase in communication through new channels including Twitter and other social media platforms (e.g., LinkedIn).
- Twitter handle is @PerformanceGov
- Publishing more success stories, headlines and agency accomplishments on the site

Data

- New data visualization tools through GSA's D2D portal for audiences to dive deeper into CAP goal related data that is posted on a quarterly basis
- Exploration into data maturity models, common data schema and high value data sets that can be posted on Performance.gov

OMB Updates



OMB Updates

- **General management updates (PMA, FY 2018 Q2 Progress Update)**
- **OMB Circular A-11, Part 6 (2018 Revision)**
- **FY 2018 Collections to support Gov't-wide Councils / CAP Goals**
- **Program Management Improvement Accountability Act (PMIAA)**

PIO Council Meeting

June 9, 2020

2:00-3:00 PM

Dial-In: (b) (6) | Access Code: (b) (6)



General Updates

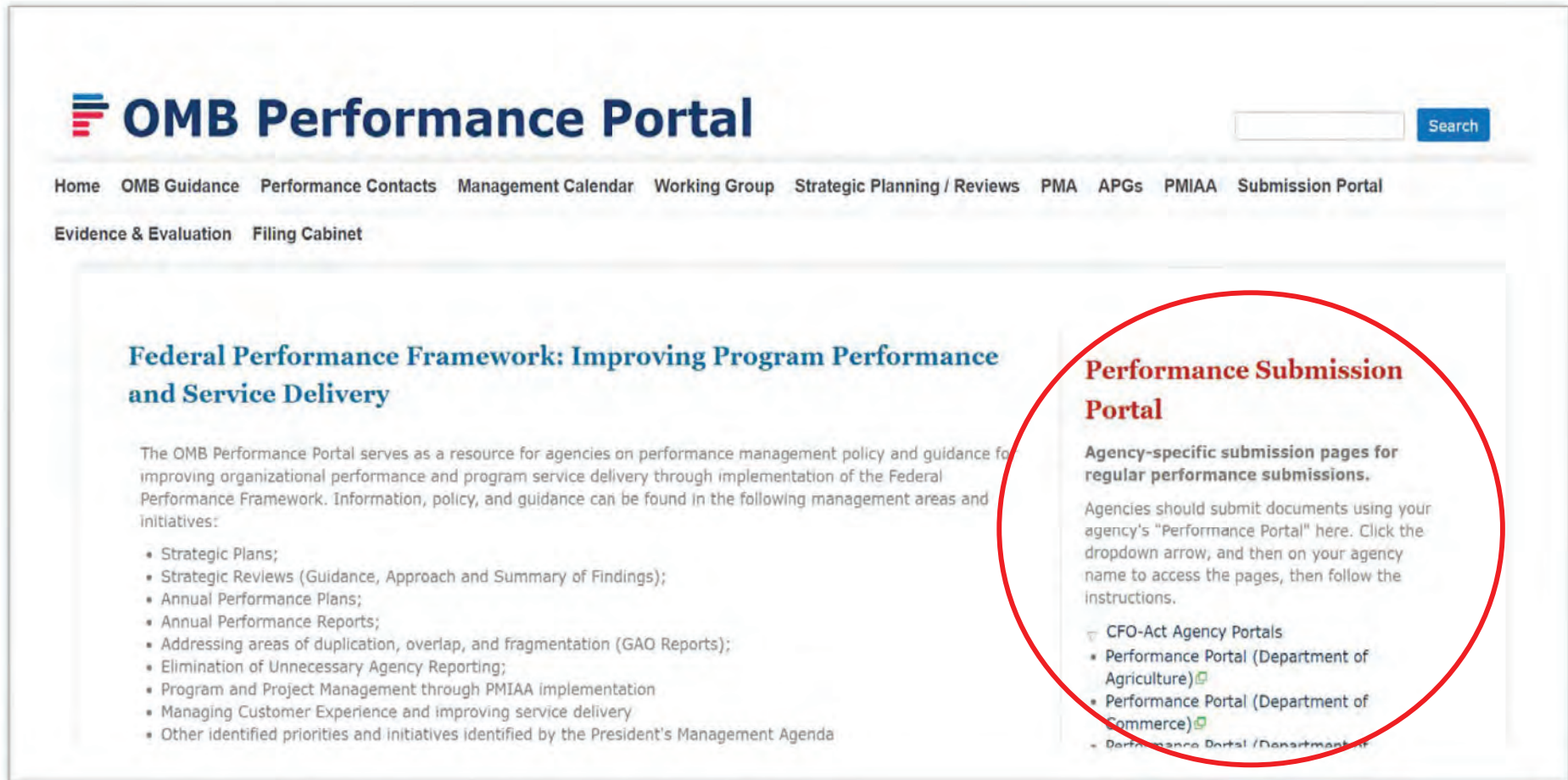
Performance / Management



Management / Performance Updates

- **2020 Customer Satisfaction Survey Results** (*being readied by GSA for agency and OMB review/use in the coming weeks*)
- **FY 2020 Collections, Govt-wide Councils / CAP Goalss**
- **Upcoming Performance Timeline Reminders** (*FY 2020, Q1-Q2 Progress Update of Priority Goals to Performance.gov; 2020 Strategic Review Submissions – See Appendix slides for 2020 SR Supplemental guidance*)
- **Consolidated ‘Submission Portal’ on MAX Community** (*updating “Submission Portal” on MAX Community to consolidate GPRAMA / Evidence Act organizational planning documents – See Next Slide*)

Consolidated “Submission Portal” on MAX Community



OMB Performance Portal

Home OMB Guidance Performance Contacts Management Calendar Working Group Strategic Planning / Reviews PMA APGs PMIAA Submission Portal

Evidence & Evaluation Filing Cabinet

Federal Performance Framework: Improving Program Performance and Service Delivery

The OMB Performance Portal serves as a resource for agencies on performance management policy and guidance for improving organizational performance and program service delivery through implementation of the Federal Performance Framework. Information, policy, and guidance can be found in the following management areas and initiatives:

- Strategic Plans;
- Strategic Reviews (Guidance, Approach and Summary of Findings);
- Annual Performance Plans;
- Annual Performance Reports;
- Addressing areas of duplication, overlap, and fragmentation (GAO Reports);
- Elimination of Unnecessary Agency Reporting;
- Program and Project Management through PMIAA implementation
- Managing Customer Experience and improving service delivery
- Other identified priorities and initiatives identified by the President's Management Agenda

Performance Submission Portal

Agency-specific submission pages for regular performance submissions.

Agencies should submit documents using your agency's "Performance Portal" here. Click the dropdown arrow, and then on your agency name to access the pages, then follow the instructions.

- CFO-Act Agency Portals
 - Performance Portal (Department of Agriculture)
 - Performance Portal (Department of Commerce)
 - Performance Portal (Department of Defense)

Submission Portal

Agency-specific submission pages for organizational planning documents.

Agencies should submit their organizational planning documents using your agency's "Portal" here. Click the dropdown arrow, find your agency name and follow the instructions for each planning document.

Consolidated “Submission Portal” on MAX Community


PERFORMANCE PORTAL (DEPARTMENT OF AGRICULTURE)
Created by Julie Allen (OMB) (INACTIVE), last modified by Adam Lipton (OMB) on Dec 09, 2019

Home | OMB Guidance | Performance Contacts | Management Calendar | Working Group | Strategic Planning / Reviews | PMA | APGs | PMIAA | Submission Portal | Evidence & Evaluation |

Filing Cabinet

The purpose of this page is to serve as the portal for your agency's performance activities and submissions.

- Agency Priority Goals (APGs) | (Performance - USDA)
- Burden Reduction (Performance - USDA)
- Performance Plan / Performance Report (Performance - USDA)
- Strategic Plan (Performance - USDA)
- Strategic Review (Performance - USDA)



Learning Agenda and Capacity Assessment for Research, Evaluation, Statistics

Evaluation Plan

Performance.gov Update

PMLoB Funding & Site Updates



PMLoB: FY 2022 Budget Planning

- Agency contributions to the Performance Management Line of Business (PMLoB) provide for continued development of the site as a *stakeholder engagement* platform, a *data* pilot, and recurring *operations and maintenance* costs.
- We are kicking off collections for the FY 2021 authority of funds.
- Annual contributions of **\$79,800** per contributing agencies have remained stable since FY 2017.
- The proposed contribution amount for FY 2022 budget planning is **\$79,800**.

PMLoB Contributing Agencies	
Department of Commerce	Department of Interior
Department of Defense	Department of Justice
Department of Housing and Urban Development	Department of Labor
Department of Agriculture	Department of State
Department of Education	Department of Transportation
Department of Energy	Department of Treasury
Department of Health and Human Services	Department of Veterans Affairs
Department of Homeland Security	

Performance.gov Progress Update: Communications

Stakeholder Engagement

- Increase in communication and stakeholder engagement through our news posts, Twitter, and LinkedIn
 - P.gov April page views: 81k (45k in April 2019)
 - Twitter followers: 1621 (962 in April 2019)
 - LinkedIn April impressions: 15k (5k in April 2019)
- Successful campaigns
 - Gears of Government Awards
 - FedFashionWeek
 - Next up: Agency Priority Goals!

Our Ask

- Help us amplify your agency's accomplishments!
 - Co-author blog posts
 - Coordinate social media efforts



Performance.gov Progress Update: Data

In the past year, Performance.gov/data has added **46** interactive data visualizations:

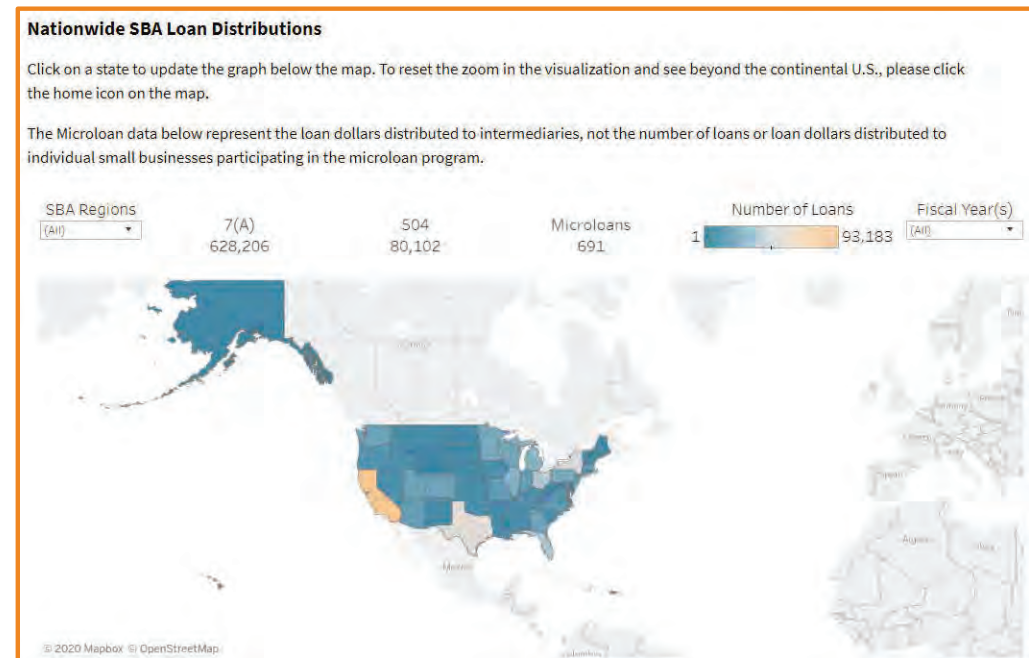
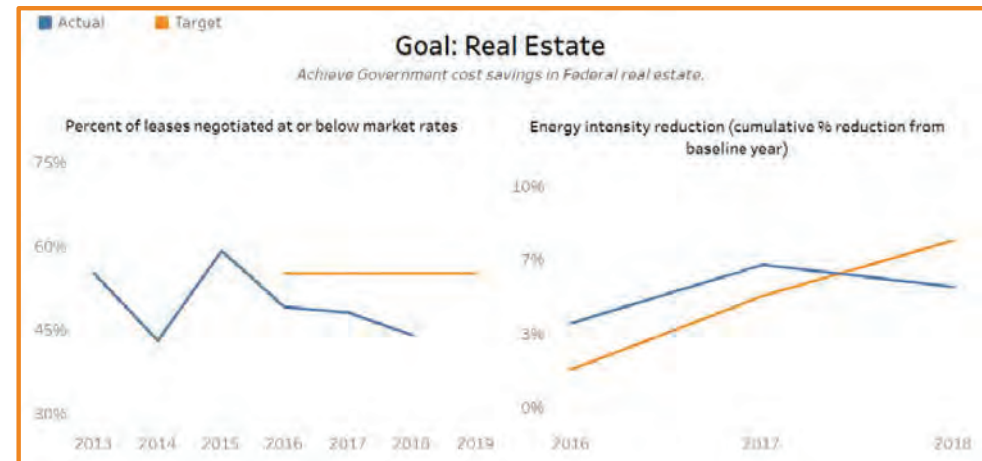
- **2** SBA loan distribution maps
- **28** GSA performance indicators
- **2** NRC program performance and budget data visualizations
- **14** CAP Goal key indicators

Next Up

- Customer Satisfaction Survey data
- COVID 19 contract and transaction spend mapping
- Filterable view of agency strategic objectives

Our Ask

- Help inform our future work with your perspectives and experiences
- Work with us to advance our data capabilities on the site



Performance.gov Update: Strategic Objectives

When the site is refreshed with the latest action plan decks on June 25th, we will add two new visualizations to the Performance.gov/data page:

- Agency Strategic Objectives
- Agency Priority Goals

Our Ask

- Think about how we can make improvements to these, and in the case of some agencies, work with the team to bring your existing visualizations in agency-planning document onto the site.



OMB Circ. A-11 / Part 6

2020 Revision



OMB Circular No. A-11 / PART 6

2020 Summary of Major Changes

- ***Builds on changes introduced in 2019, strengthening PART 6's role in providing a foundation of routines and processes by which various management functions and decision-support capabilities can integrate into by enabling a longer-term performance planning horizon.***
- **Section 200.** Updates the performance submission timeline through April, 2022, identifying critical dates and milestones for developing key organizational planning documents related to the President's FY 2023 Budget to be released in Feb., 2022.
- **Section 210.** Clarifies content and information elements required for agency SP, APP, APR and 'Evidence Act' deliverables. **Section 210.4** clarifies existing guidance on the timing of performance plans and reports during a transition year. **Section 210.5/Section 210.21** requires agencies to identify strategic objectives and priority goals by 'theme' beginning w/ FYs 2022-2026 Strategic Plan.
- **Section 230.** New guidance discusses effective implementation strategies for agency goals and objectives.
- **Section 240.** Guidance clarifies the reporting intent of GPRA Modernization Act's 'lower-priority' program activity reporting in the APP is met through the Budget.
- **Section 260.** Clarifies the relationship between agency strategic plans, strategic reviews, and the Agency/OMB strategic review meetings each Summer.
- **Section 290.** Adds new guidance clarifying applicability at agency bureau level, the relationship across Evidence Act deliverables and the information each item must address, and incorporates guidance on program evaluation standards and practices from OMB Memo M-20-12.

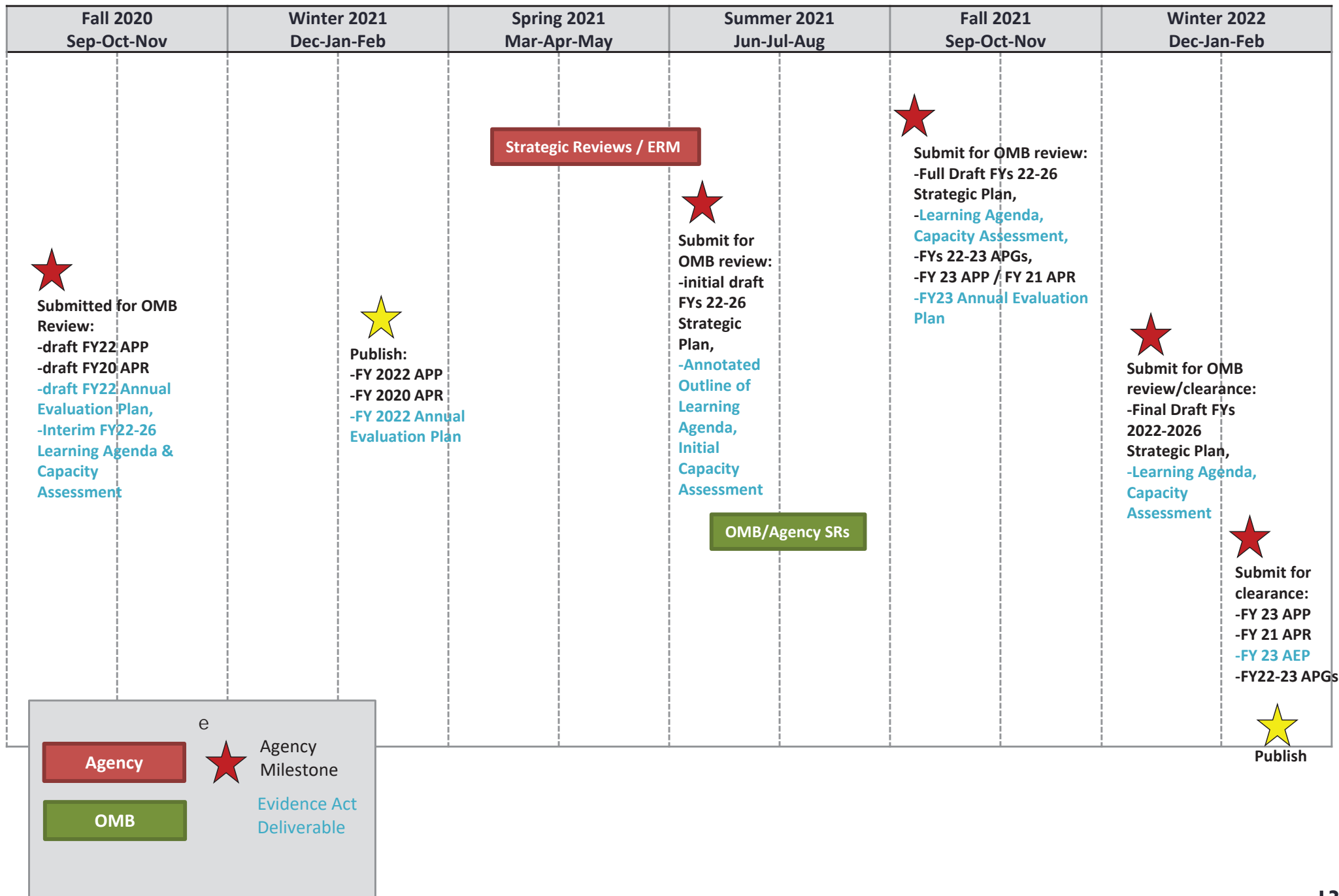
CIRCULAR NO. A-11

PART 6

THE FEDERAL PERFORMANCE
FRAMEWORK FOR IMPROVING
PROGRAM AND SERVICE DELIVERY



2020-2021 Organizational Planning Timeline





FYs 2022-2026 Strategic Planning Timeline

14

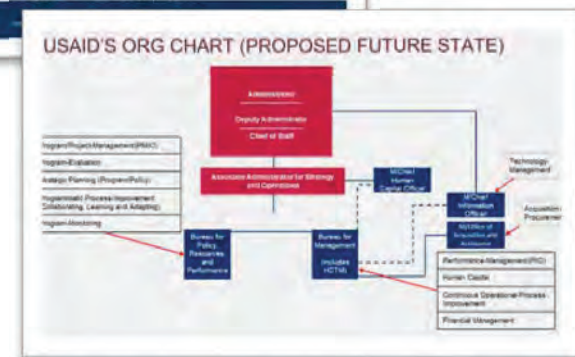
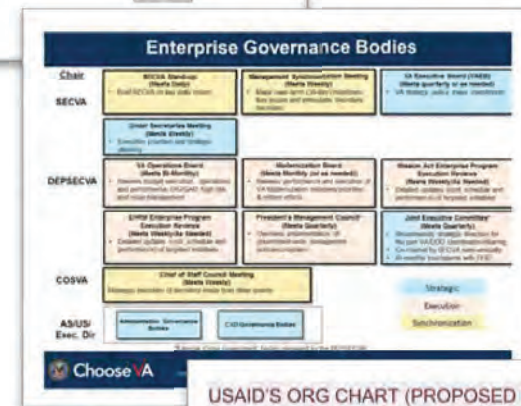
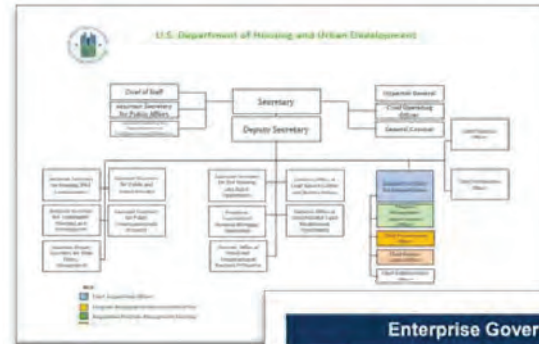
ate	cti
	<p>Agencies submit initial draft components of the Strategic Plan covering FYs 2022-2026 for OMB review. Specific components of the high-level draft Strategic Plan submissions include:</p> <ul style="list-style-type: none">• Draft Strategic Goals;• Draft Strategic Objective areas; and• Draft Mission Statement (if available)• Annotated Outline of Multi-Year Learning Agenda and Initial Draft Capacity Assessment• Draft FY 2022-2023 Agency Priority Goal statements (impact statement only)
e t c c r e t e t	<p>Agencies submit for OMB review:</p> <ul style="list-style-type: none">• Full draft of FYs 2022-2026 Strategic Plan that incorporates the detailed content requirements• Full Draft Learning Agenda and Capacity Assessment• Draft goal statements for FYs 2022-2023 Agency Priority Goals statements (impact and achievement statement)• Draft FY 2023 Annual Performance Plan• Draft FY 2023 Annual Evaluation Plan
	<p>Agencies receive feedback from OMB on:</p> <ul style="list-style-type: none">• full draft submission of FYs 2022-2026 Strategic Plan, including multi-year Learning Agenda, and Capacity Assessment• FYs 2022-2023 APG goal statements• FY 2023 Annual Performance Plan• FY 2023 Annual Evaluation Plan

ate	cti
ec	Final draft FYs 2022-2026 Strategic Plan, to include Learning Agenda and Capacity Assessment, submitted to OMB for clearance
a	For final OMB clearance, agencies submit: <ul style="list-style-type: none">• FYs 2022-2023 APG goal statements• FY 2023 Annual Performance Plan• FY 2021 Annual Performance Report• FY 2023 Annual Evaluation Plan
e	Concurrent with the President's FY 2023 Budget, ish <ul style="list-style-type: none">• FYs 2022-2026 Agency Strategic Plan (includes separate sections detailing the agency Learning Agenda and Capacity Assessment)• FY 2023 Annual Performance Plan• FY 2021 Annual Performance Report• FY 2023 Annual Evaluation Plan• FYs 2022-2023 APG goal statements

Reference OMB Circ. A-11, Part 6, Section 230.

14

Enterprise Management Study



Enterprise Management Study

The Problem and Its Setting

- Agencies require a broad complement of enterprise-wide management and decision-support capabilities and functions to enable improved program outcomes and performance of the Federal Government.
- Over time, legislation and OMB policies have established Chief “___” Officer positions with specific requirements designed to address challenges. The proliferation of these positions in recent years has led us to two overarching questions.
 1. Is the legislation and OMB policy/regulations that have established these positions and detailed requirements clearly designed to enable agencies to advance mission effectiveness and efficiency objectives? Are there other objectives?
 2. In implementing the proliferation of these positions within agency headquarters, what has been the impact on agency bureaus, central management agencies (e.g., more challenging to coordinate across silos)?

Official / Role
1) Chief Acquisition Officer
2) Chief Data Officer
3) Chief Environmental Review and Permitting Officer
4) Chief Evaluation Officer
5) Chief Financial Officer
6) Chief FOIA Officer
7) Chief Human Capital Officer
8) Chief Information Officer
9) Chief Information Security Officer
10) Chief Operating Officer
11) Chief Privacy Officer
12) Chief Risk Officer
13) Chief Sustainability Officer
14) Chief Technology Officer
15) Continuity Coordinator
16) Performance Improvement Officer
17) Program Management Improvement Officer
18) Senior Agency Official for Privacy
19) Senior Agency Transition Representative <ol style="list-style-type: none">a) Agency Transition Representativeb) Agency Transition Directors Council Member
20) Senior Real Property Officer
21) Statistical Official

Note on Study Scope. The primary focus of this study will be on examining the accretion of the various enterprise-wide management and decision-support functions of the organization, and not the core mission-support functions of FM, HC, Procurement, and IT.

Enterprise Management Study

The Problem and Its Setting

This problem has received attention in the past. For example, the table below is an analysis compiled by the Partnership for Public Service in 2019 as part of an ASAM Roundtable that examined the functional composition of ASAM portfolios.



PARTNERSHIP FOR PUBLIC SERVICE

EFFECTIVE GOVERNMENT FOR THE AMERICAN PEOPLE

Guidelines:

- This portfolio is based on input from 23 members.
- Functions were grouped under major headers in accordance with the descriptions provided by each member.
- The percentage in the far right column represents the percentage of ASAMs and other leaders whose portfolios include the same or a similar function as described in the major header.

CATEGORIES	DOL	DOE	FCC	FTC	SBA	DHS	HHS	DOI	TREAS	DOT	USDA	DOC	HUD	DOJ	STATE	ED	VA	EPA	GSA	NASA	OA/EOP	OPM	EXIM	AGENCIES #	AGENCIES %
FACILITIES	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	22	96%
HUMAN RESOURCES	X		X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	20	87%
EMERGENCY	X	X	X			X		X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	19	83%
RECORDS MANAGEMENT			X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X		X	X	X	19	83%
FLEET		X	X	X	X	X	X	X	X	X		X	X	X	X	X	X		X	X	X		X	19	83%
INFORMATION TECHNOLOGY	X		X			X	X	X	X	X	X		X	X	X			X	X	X	X	X	X	17	74%
PROCUREMENT/ ACQUISITION	X	X	X			X		X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	19	83%
SECURITY	X		X		X	X	X	X		X		X	X	X	X	X		X	X	X	X		X	17	74%
HEADQUARTERS OPERATIONS/LOGISTICS		X	X	X		X	X	X	X			X	X	X	X		X	X	X	X		X	X	17	74%
BUDGET	X		X	X		X		X	X			X		X	X	X	X	X	X	X	X	X	X	17	74%
ENVIRONMENTAL MANAGEMENT		X				X	X	X	X	X	X	X		X	X	X		X		X			X	14	61%
AUDIT			X	X		X		X	X	X		X		X				X	X	X	X	X	X	14	61%
FINANCIAL MANAGEMENT			X	X		X		X	X	X		X	⊖	X	X			X	X		X	X	X	14	61%
HEALTH & SAFETY			X	X	X	X	X	X	X		X		X	X	X	X	X				X		X	15	65%
PERFORMANCE MANAGEMENT/PROGRAM EVALUATION	X		X	X		X		X	X			X		X	X		X	X	X		X	X	X	15	65%
EEO	X					X	X	X	X			X		X		X	X				X		X	11	48%
POLICY				X		X		X	X					X	X		X	X	X	X		X		11	48%
SHARED SERVICES						X	X	X	X				X	X	X	X			X	X			X	11	48%
SMALL BUSINESS UTILIZATION						X		X	X		X	X		X							X			7	30%
LEGAL										X	X			X							X	X	X	6	26%
MISCELLANEOUS					X									X										2	9%
PROGRAMS	X									X		X				X				X				4	17%

Updated November 2019

⊖ - 50% of time spent on financial management (even though not CFO)

Source: Partnership for Public Service, ASAM Roundtable: 2019 Portfolio Matrix. Internal use only, not for further distribution.

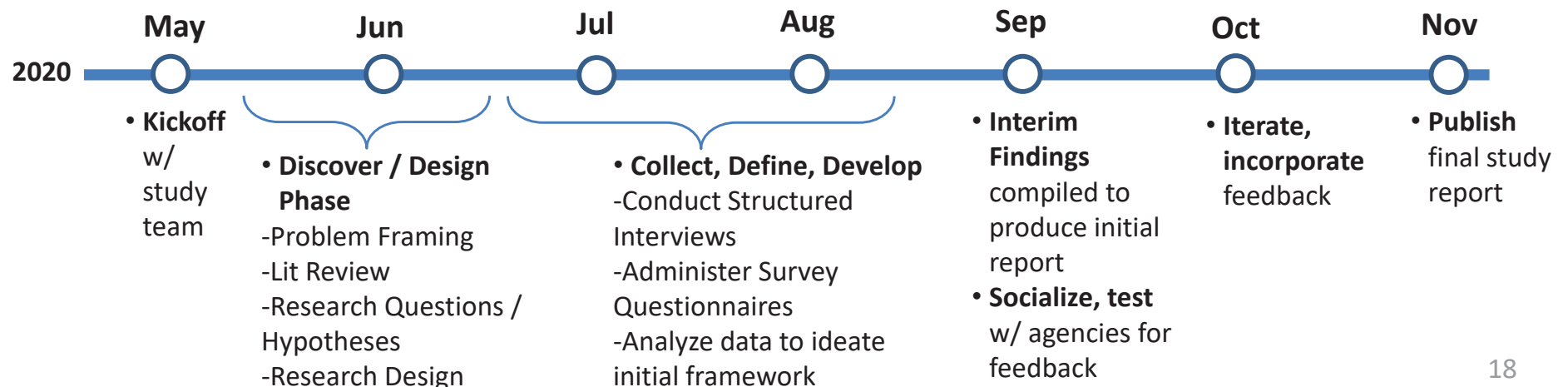
Enterprise Management Study

Purpose.

The purpose of this study is three-fold:

- o Descriptive analysis that charts the current organizational management landscape of Federal agencies;
- o Identify requirements, practices, and organizational structures that have evidence they drive improvement of mission and enabling decision-support functions and those that do not; and
- o Develop a framework for OMB/agency use for informing Executive and/or Legislative initiatives that seek to improve the effectiveness of these positions and their requirements.

Timeline.



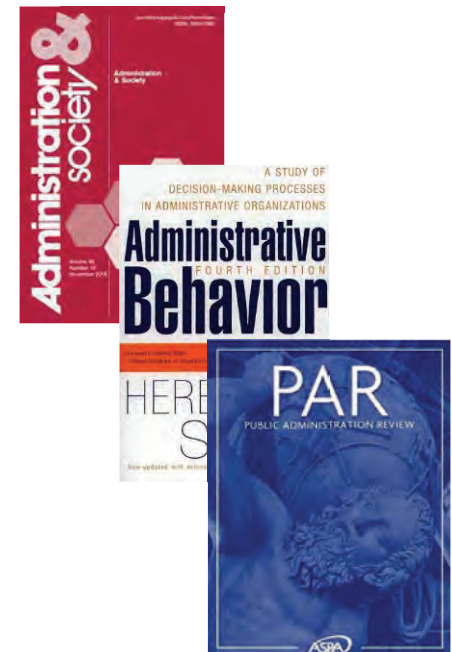
Enterprise Management Study

Literature Review – *Initial Findings*



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- Commonly accepted principles in the literature of administrative and organizational theory which at their core hold relevance today for addressing questions of organizational and administrative behavior (Frederickson, 1986; Simon, 1997).
 1. Organizational efficiency and effectiveness is increased by a specialization of tasks and functions.
 2. Organizational efficiency and effectiveness is increased by arranging the offices specializing in tasks/functions in a determinate hierarchy of authority.
 3. Organizational efficiency and effectiveness is increased by limiting the span of control in the hierarchy to a small number.
 4. Organizational efficiency and effectiveness is increased by organizing work(ers) – for purposes of control – according to: (a) purpose, (b) process, (c) clientele (i.e., customer), and area (i.e., location).
 5. Structure impacts strategy; that is, there is a major effect from structure to strategy in that once a structure is in place it will influence the organization's decision processes and strategy (Frederickson, 1986).
- Gulick (1936) published his *Notes on the Theory of Organization*, which for the first time prescribed an organizational model and pattern for the primary management functions and capabilities of public agencies known as POSDCORB: Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting.
- Basic tenets and functions still found in modern representations in the organization of many public agencies, and continues to be suggested as durable framework for organizing (Agranoff, 2007; Chalekian, 2016; Graham and Hays, 1993).
- Public administrators indicated that the traditional activities summarized by POSDCORB “fully explain the purpose and processes of their work” (Fairholm, 2004, p. 586).



Qualitative Research Methodology employing mixed methods

- Structured Interviews (informed by initial Literature Review)
- Synthesize interview data
- Identify themes, insights and root causes
- Design Survey Instrument
- Pilot test survey instrument
- Administer survey
- Analyze Data
- Compile Findings

Two-Phased Analysis:

- ***Appreciative inquiry through structured interviews*** generates unstructured, qualitative data on experiences, insights of the management of agencies/organizations.
- ***Qualitative data synthesis*** identifies shared themes, and enables deeper insights about root causes.
- ***Larger N Surveys*** to agencies can gather descriptive and quantitative data, and inventory current structures, practices and processes.
- ***Survey results*** validate qualitative findings, and identify broader patterns and trends.

Research Design / Approach – Data Collection

Survey Instrument.

Purpose/Intent

- Administer survey questionnaire with standardized responses in order to chart descriptive analysis of the current management landscape of Federal agencies.
- Descriptive information to be collected would include major requirements/responsibilities, how are agencies organized, existing capacity, connection to mission achievement, level of maturity for various functions, etc.

Key Consideration – Balance burden of data collection with need for updated, valid and reliable data across all agencies.

- We have sought to collect elements of this descriptive information in the past, primarily through additional materials appended to the agency's strategic review submissions.
- However, much of that information is now outdated, while incomplete and uneven submissions from agencies hampers analytical efforts.
- OMB can provide agencies with information they have submitted in the past if helpful.

Ask to agencies. *Is there a general consensus on the value of this study to support marginal burden in responding to data call?*

Research Design / Approach – Data Collection

Structured Interviews, w/ Open-ended Answers.

Approach

- Conduct series of structured interviews w/ open-ended answers (vs closed)
- Sample to be comprised of leading academics, executives of NGOs/non-profits of public-management related organizations, and senior agency officials (COO / DepSec level)
- Questions to be provided beforehand to allow for standardization and preparation.

List of Potential: Appreciative Inquiry Questions”

- Do you believe that the structure of your organization’s management functions can improve strategy formulation, planning, and decision-making?
- Do your Bureaus/Components HQ structures mirror the organizational structure at the Department? Does doing so improve intra-agency coordination with Bureau officials/staff?
- What factors (e.g., purpose, process, clientele, concentration, or area / location) would you consider most important in deciding how to organize management functions in the agency?
- Do you use formal, informal, or mix of procedures and processes for overcoming challenges to integration and coordination of management functions?
 - *How would you describe their basis of authority - are they required by statute, OMB guidance, or internal agency policy?*
- Are management functions more effective if concentrated or diffused within the agency?
- To what extent do clear lines of authority, control, and reporting exist across management functions (i.e., determinate hierarchy)?
 - *Does this help mitigate tension / friction between management functions and program delivery offices?*

Ask to agencies. Are there any volunteers to participate in some initial interviews to provide feedback and refine the final question set?

Stakeholders

Federal Agencies

Government Leaders

International Governments

Academic Professionals

Private Industry Leaders

Management and Organizational Design Experts

Think Tanks and Trade Organizations



QUESTIONS

Appendix

Performance.gov 2019 Social Media Analytics



Performance.gov Annual Twitter Analytics for 2019

Audience Interaction *By the Numbers*



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ressi s Tweets sent that generate interaction or replies from others online.

a e e t How well you interact, reach, and become a presence with your audience.

Our Top Tweet of 2019




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Performance.gov Annual Twitter Analytics for 2019

Our Top Three Tweets for 2019

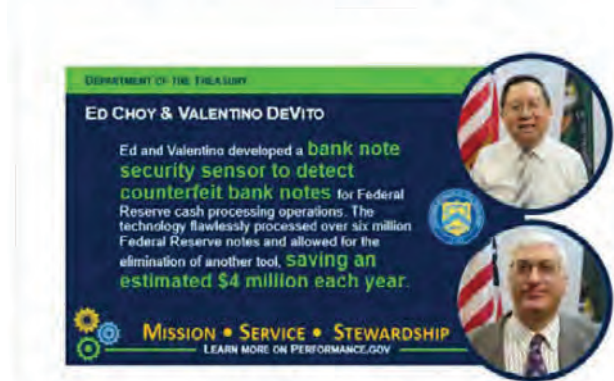
 Performance.gov
@PerformanceGov

#DYK 90% of fed employees surveyed last year think their work is important? @USOPM's 2019 Federal Employee Viewpoint Survey asks feds to share opinions & perceptions of their work. Results help govt better support a 21st Century Workforce! #ThePMA go.usa.gov/xmdrD



 Performance.gov
@PerformanceGov

.@USTreasury's Ed Choy & Valentino DeVito earned #GearofGovAwards for the development of a security feature to detect counterfeit banknotes. Their efforts have yielded an estimated savings of \$4M/year! @USMoneyFactory #USPMA18 go.usa.gov/xEyen



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 Performance.gov
@PerformanceGov

The @SecretService is preparing for a 21st Century Workforce by focusing on #employeeengagement🧑, growth📈, & #worklifebalance⚖️. Their efforts are helping achieve a modern & effective govt #ThePMA go.usa.gov/xEMNu



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Performance.gov Annual LinkedIn Analytics for 2019

Audience Interaction By the Numbers



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C e ts

ressi s The number of times the post was shown to LinkedIn members.

Our Top Post of 2019



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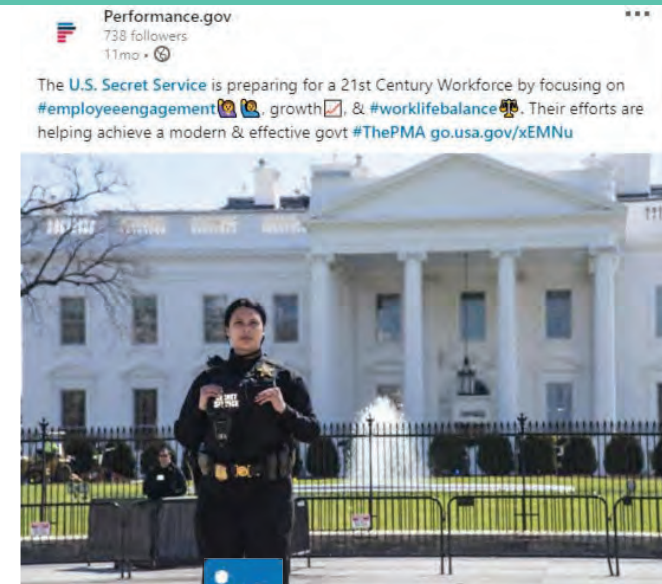
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Performance.gov Annual LinkedIn Analytics for 2019

Our Top Three Posts for 2019



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Appendix

OMB Guidance Supplement: 2020 Strategic Reviews



2020 Strategic Reviews

Are agencies still required to conduct their 2020 strategic reviews?

Yes. As an organizational performance and management routine, it is through the Strategic Review process that agencies annually assess the effectiveness of their implementation strategies and progress being made towards advancing efforts in achieving the strategic goals and objectives identified in the Agency Strategic Plan. Conducting – *at least annually* – a comprehensive assessment and analyses of progress being made against strategic objectives and outcomes articulated in the Agency Strategic Plan is the core of the strategic review policy and remains unchanged.

Is there a new submission timeline for agency's strategic review Summary of Findings by Strategic Objective?

Yes. Agencies Summary of Findings by Strategic Objectives must be submitted to OMB for review and future discussion and deliberation with the agencies by June 26, 2020. This revised June 26, 2020 date is a change from the original submission date identified in OMB Circ. A-11, Section 200. The submission date is being revised in order to accommodate delays experienced by Agency PIO teams in their internal data collection and analyses stemming from prioritization of work efforts for COVID-19 response throughout March, 2020.

2020 Strategic Reviews

What analysis from agency's 2020 strategic reviews are agencies required to submit to OMB?

Agency Summary of Findings by Strategic Objective is the core analyses produced by agencies as a result of their Strategic Reviews. Submission requirements and information to be reflected in agency Summary of Findings remains unchanged from OMB Circ. A-11, Section 260. Summary of Findings by Strategic Objective includes analyses addressing the following areas for each Strategic Objective:

- **Performance results and evaluations**, summarizing key results or conclusions and synopsis of key areas of progress identifying 10%-20% of strategic objectives as “Area Demonstrating Noteworthy Progress” and “Focus Area for Improvement.”
- **Summary of risks and opportunities**, discussing challenges and threats to achieving goals and objectives by leveraging the agency's enterprise risk management profile to identify risks that could either negatively affect the ability to achieve objectives, or may present opportunities to significantly impact mission, service, and stewardship outcomes or operational objectives. Such analysis of risks and opportunities should be discussed in the context of how resource allocation decisions were made to achieve the agency's strategic objectives, and take into account the agency's established risk appetite.
- **Next Steps**, briefly identifying proposed actions, decisions, or options being considered for continued performance or to remedy barriers to implementation.

2020 Strategic Reviews

Will there be agency/OMB strategic review meetings in 2020? How will OMB engage with agencies to discuss their Summary of Findings submissions to OMB?

No. The Agency/OMB strategic review meetings that traditionally occur throughout the summer to discuss agency's Summary of Findings and other strategic priorities, topics or issues of importance to OMB and agencies will not be convened this year. Rather, OMB's Performance Team will coordinate a 'paper review' of agency Summary of Findings submissions across OMB offices similar to the quarterly performance review process for Agency Priority Goals. In conducting this 'paper review,' comments, feedback, and questions resulting from the review of agencies analyses will be consolidated across relevant OMB offices and sent back to the agency PIO. Upon receipt and review, agencies or OMB may request a follow-up meeting to be conducted by teleconference to review and clarify any comments or feedback provided, address questions raised, or continue discussion in priority areas in which additional dialogue may be needed. The Performance Team will coordinate follow-up meetings with the RMO or agency if helpful, but otherwise instances in which specific actions or areas for additional follow-up are identified will be coordinated directly between the agency and OMB office. Agencies should incorporate feedback and comments provided by OMB into their Summary of Progress updates that are submitted to OMB concurrent w/ FY 2022 Budget submission in Sept., 2020.

Are agencies still required to submit draft priority questions with their Summary of Findings by Strategic Objective which are now due to OMB on June 26, 2020?

No. OMB's original plan for the 2020 Strategic Review meetings between OMB and agencies were to continue to retain their traditional focus on agencies' summary of their strategic objectives, an important component of which leverages the agency's Enterprise Risk Management processes and profiles to identify and mitigate key risks to achieving their objectives, and organizational learning from the internal reviews and other management assessments. Additionally for 2020, focus would also be placed on progress on the initial development of the agency's Interim Learning Agendas (to be submitted in September, 2020) and the identification of a limited number of priority questions. This guidance was detailed in an OMB M-memorandum socialized with the PIO and EO Councils and agency staff in late 2019. OMB will no longer be issuing this guidance to agencies. The OMB Evidence Team will follow up with Evaluation Officers about an alternative mechanism for agencies to share their priority questions with OMB this summer. Submission timelines for agencies' Evidence Act deliverables, which includes the Interim Learning Agenda (i.e., Evidence-Building Plan), draft FY 2022 Annual Evaluation Plan, and Interim Capacity Assessment, remain unchanged from guidance currently provided in OMB Circ. A-11, Section 200. These materials are due to OMB in Sept., 2020 concurrent with agencies FY 2022 Budget submissions.

Performance Improvement Council – 2017 and 2018 Meeting Calendar

All dates are tentative. Calendars invites for the year will be going out in coming weeks to **PIO** and **DPIO** email lists. All meetings will be held at 1800 F Street, NW unless otherwise communicated.

- September 20, 2017
- November 15, 2017
- January 10, 2018
- March 14, 2018
- May 9, 2018
- July 11, 2018
- September 12, 2018
- November 14, 2018

PIC Staff portfolios and contact information

Staff Person	Portfolio	Contact Info
Boris Arratia	DOJ, Education, GSA, NSF, VA	Boris.Arratia@GSA.gov 703-795-0816
Bethany Blakey	NASA, OPM, SBA	Bethany.Blakey@PIC.gov 202-590-7091
Amin Mehr	DOC, State/USAID	Amin.Mehr@GSA.gov 202-702-7932
Dana Roberts	DOD, DOE, DOL, HHS, Treasury, SSA	Dana.Roberts@PIC.gov 202-412-6148
Lauren Stocker	DHS, DOL, EPA, HUD, USDA	Lauren.Stocker@PIC.gov 202-304-4390
Jenny Mattingley	DOT, VA	Jennifer.Mattingley@PIC.gov 202-264-9266

PIO / EO Council Meeting

November 13, 2019

3:00-4:30 PM

Eisenhower Executive Office Building (EEOB), Room 430

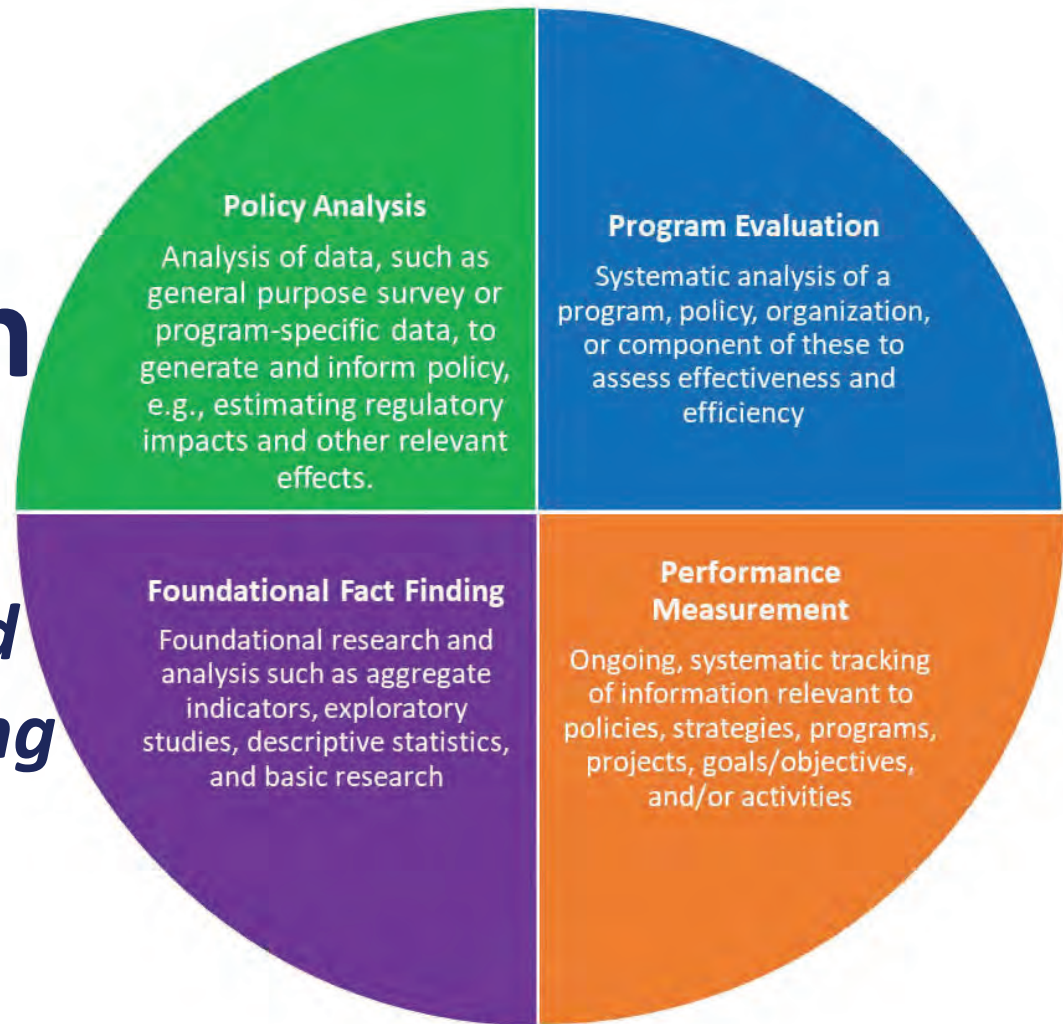


OMB Updates

- **Performance and Evaluation Capacity in FY 2021 Budget Process**
- **Nominations for public members of the Advisory Committee on Data For Evidence Building**
- **Legislative Updates**
 - *Congressional Reports Elimination bill*
 - *Draft ERM legislation*
- **PIO Council Gears of Government Awards Nominations**
- **FY 2019, Q4 Progress Update – FYs 2018-2019 APG Closeout Reporting**

Integrating Performance and Evaluation Activities

Activities, Functions, and Opportunities for Building Evidence to Advance Outcomes



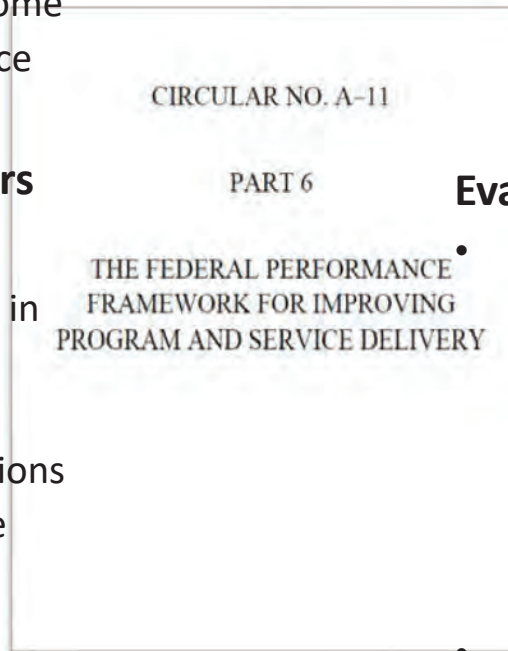
Building Evidence to Advance Agency / Program Outcomes

Performance Measurement

- Measures progress toward pre-established goals and targets. Assesses whether activity(ies) or strategy(ies) are achieving stated output(s) or outcome objectives, and making performance improvement adjustments if not.

Performance Improvement Officers (PIOs)...

- Support the agency head and COO in leading agency efforts to set goals, make results transparent, review progress, and make course corrections through strategic and performance planning, data-driven reviews, and communicating results.
- Provide support and assistance to components, program office leaders, goal leaders, and CXOs to identify and promote adoption of effective practices to improve program outcomes, responsiveness and efficiency.



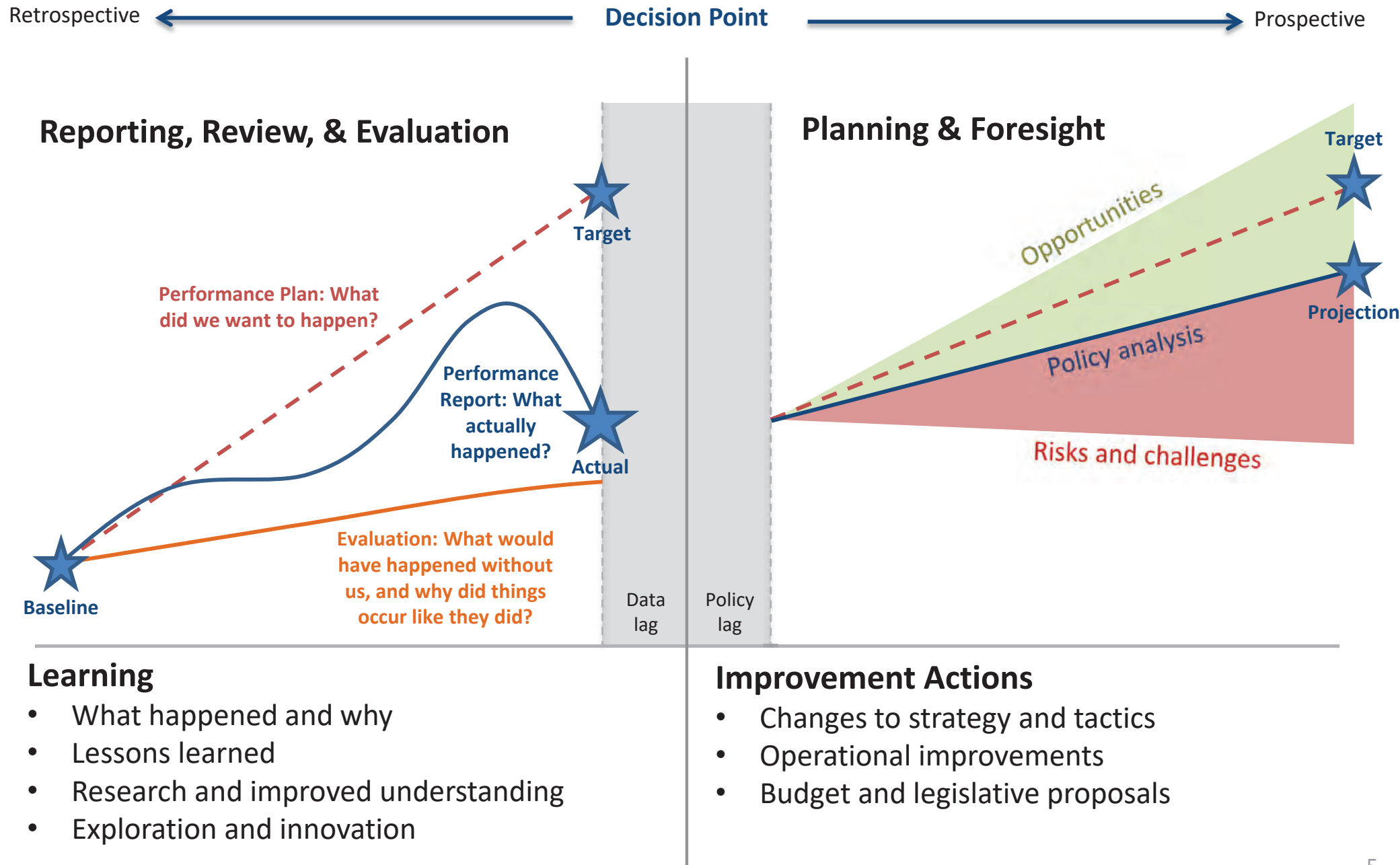
Evaluation

- Assesses effectiveness of a program, intervention, policy, or regulation compared with its absence or with one more alternative approaches. Can establish casual relationship between an activity and the outcomes experienced by those affected by it.

Evaluation Officers (EOs)...

- Services as agency champion for and educates agency staff and leaders about evaluation, including what evaluation is, value of conducting evaluations, how to discern high-quality evaluation from other types of analyses, and the importance of evaluation as a strategic investment.
- Senior advisor to agency leaders on issues of evaluation policy and practice, such as designing and undertaking evaluations, interpreting results, and integrating evaluation findings into day-to-day agency operations, management processes, budgeting, strategic planning, and other decisions.

Role of the Strategic Review



Integrating Performance and Evaluation Activities

Agency Case Study: SBA



SBA's Office of Program Performance, Analysis, and Evaluation

Mission: The Office of Program Performance, Analysis, and Evaluation leads the SBA's results-driven activities, including strategic planning, performance management, program and project management, program evaluation, and economic and regulatory impact analysis, to promote evidence-based decisions in support of America's 30 million small businesses

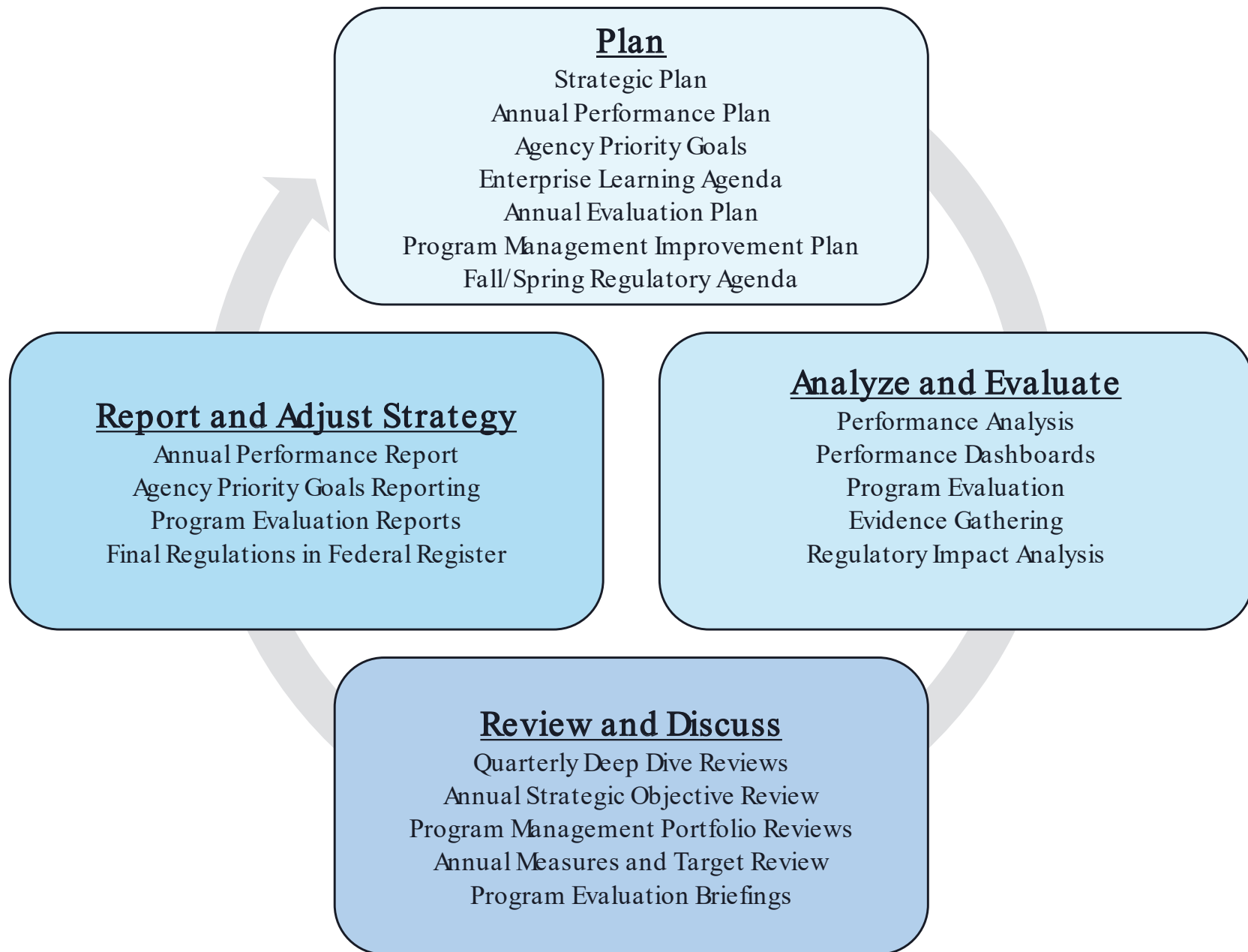
Values:

- Promote a culture of continuous improvement
- Ensure accountability of federal resources
- Provide outstanding customer service to SBA program managers

Organizational Structure:

- Performance Management Division implements strategic planning, performance management, and program and project management
- Analysis and Evaluation Division implements program evaluation, dashboarding and analysis, and economic and regulatory impact analysis

SBA's Results-Driven Management Framework



Linking Strategic Planning, Performance Management, and Program Evaluation

- Does your agency have clear goals and priorities?
- Does your agency know its major challenges, risks, and opportunities?
- Does your agency measure the performance of its programs?
- Are your programs achieving their intended results (or targets)?
- Are your programs working effectively and efficiently?
- How could you improve the performance of your programs?
- How could assess whether these improvements were effective?

Strategic
Planning

Performance
Management

Program
Evaluation

2020 Strategic Reviews

*Integrating Evidence Act, GPRA Modernization Act, and
GEAR Center Activities*



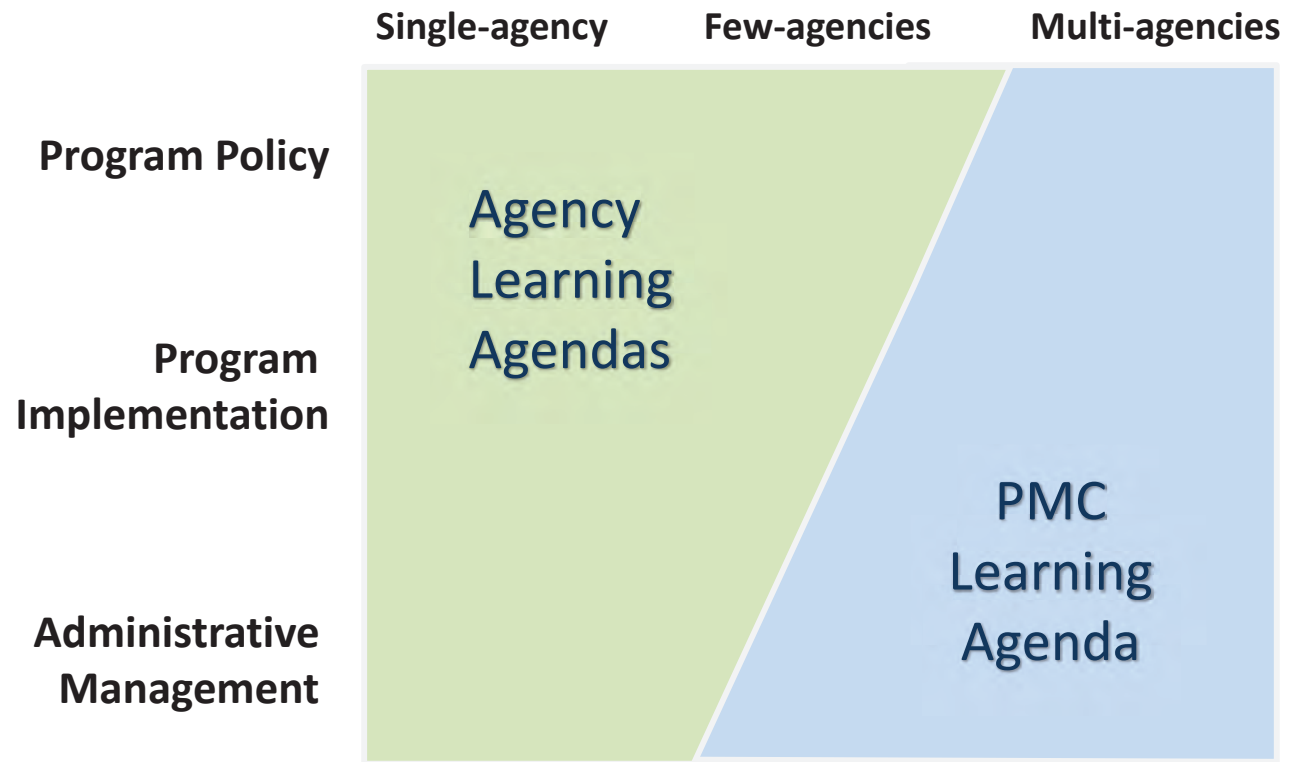
Overview

2020 presents an opportunity to align implementation of the GPRA Modernization Act, the Evidence Act, and the GEAR Center to:

1. Focus the 2020 Strategic Review process to strengthen engagement between OMB and agencies.
2. Elevate the use of agency Learning Agendas to improve decision-making by agency leadership and OMB.
3. Build a government-wide Management Learning Agenda published by the PMC that will serve as the foundation for the GEAR Center Research Agenda (with external input) and will help to prioritize investments.
4. Inform the next Strategic Plans and President's Management Agenda.

Overview: The PMC's Learning Agenda

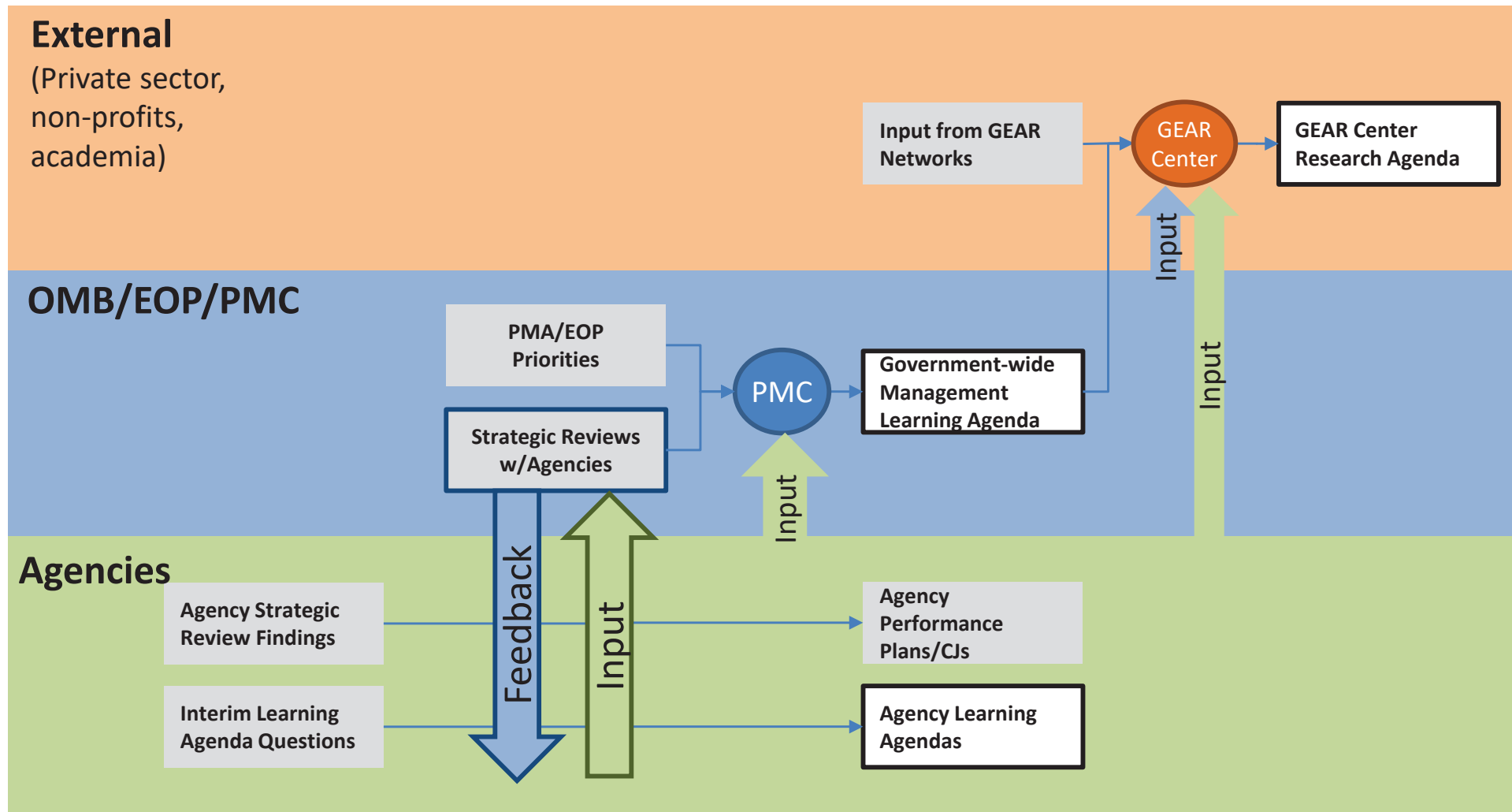
The Government-wide Management Learning Agenda (owned by the PMC) will include issues which effect multiple agencies and are more management focused.



The **GEAR Center Research Agenda** will take into account the PMC's Learning Agenda, and input received from the GEAR Center network.

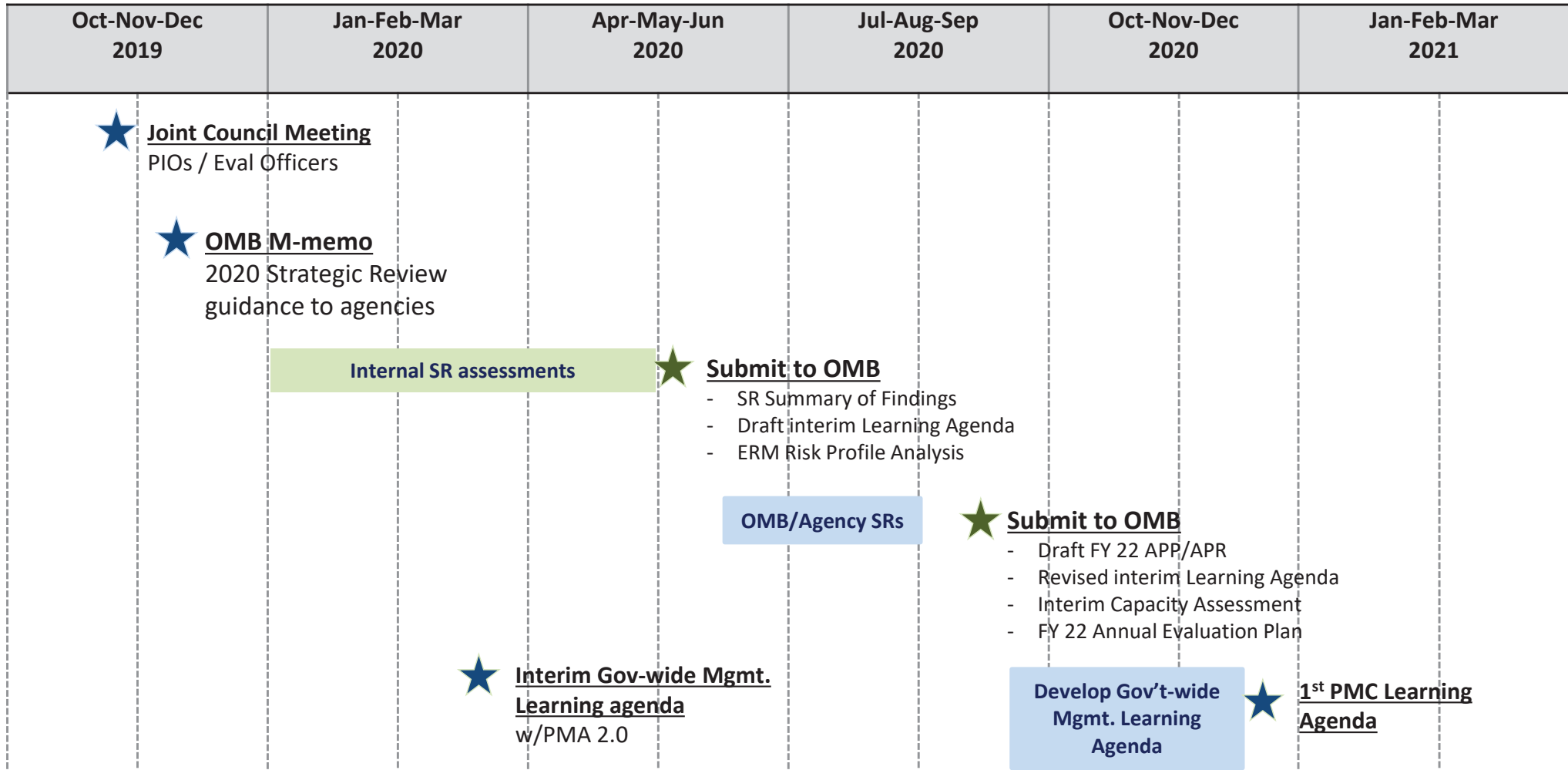
How would these processes integrate?

We plan to use the Strategic Reviews to engage OMB and agency leadership on Learning Agenda priorities, and leverage the PMC to help set their government-wide management priorities. The GEAR Center will integrate external perspectives into its Research Agenda.



Next Steps

In early November, issue OMB guidance to agencies identifying Learning Agendas as focus for 2020 strategic reviews.



e





er ie

2017 is the first time [performance.gov](https://www.performance.gov) will need to be updated in response to a Presidential transition. The transition raises several issues: the need to archive materials from the previous administration, functionality and use in setting an agenda for the current administration, and the ability of the site to be durable for future needs, especially with more pressure from Congress, GAO, and the public for greater transparency and open data. The transition provides the opportunity to take an in-depth look at the issues raised above and explore the various components of [performance.gov](https://www.performance.gov) and its overall usability and vision.

The following working paper lays out a vision for [performance.gov](https://www.performance.gov), options for reporting models, and questions for discussion during the July 2017 PIO Principals meeting.

er r a ce isi ri ci es

isi

- Clear communication priorities are essential. Performance.gov must help the Administration communicate its goals and priorities, and the results achieved. As such, it should provide an integrated picture that presents information in the various ways much of the potential audience thinks about government performance (by issue areas, by function, or by agency). It should be possible to reflect changes in the priorities and objectives without impacting the underlying performance data.

- Creating transparency are key. In keeping with the move to make federal data accessible and transparent, the site will provide data for use by a variety of audiences. Additionally, data will be used to provide transparency into the performance of government.

ricies:

- Research data. The existing site included significant explanatory narrative around the objectives and indicators, but the data was difficult to access and only existed in the context of the priority goals. The new site should focus more on acting as an accessible and searchable long-term repository for performance data across the Federal government, and the data should be independent of changes in priorities. The site must also enable machine readable data as well as provide an application programming interface (API) layer so that external users can harness the value of the data/information.

- External data sets. There is an increased desire from stakeholders - Congress, the Administration, and the public for better integration of performance data with other relevant data sets. In particular, Congress is interested in better integration of performance data with spending and financial data (e.g., USASpending.gov, the budget), which has also been an unrealized goal of numerous Administrations. The site must also include a linkage to "program", likely as a bridge to spending data. The proposed Taxpayer Right to Know Act continues to move and would require this integration.

7-26-17 Performance Improvement Council mtg
Discussion paper

- etter serve erie ce. The site should provide a better user experience, both for internal and external audiences. This includes providing better data analytics, as well as making data entry easier. The new site will take into account user feedback to ensure that it serves its primary audiences and take a user-centered design approach during development.
- e a C ia ce. The GPRA Modernization Act of 2010 lays out the legal framework and statutory requirements for performance.gov. This new site will ensure that it is meeting these requirements.
- i i i i r e . The site will leverage technology and IT infrastructure to the extent possible to allow data systems to work together to transmit already existing agency data (APIs) directly, without needing separate data inputs.
- er r a ce a a e e t ri ci es. The build of the new site will reinforce performance management principles.

The next version of performance.gov will apply the vision principles listed above and will have three layers: 1) data, 2) analytics, and 3) narrative.

er r a ce e t te s

- The PIC team archived the current version of performance.gov, the archive can be found at: <http://obamaadministration.archives.performance.gov>
- The PIC team, in coordination with OMB's PPM, is working with 18F and has engaged them in a Foundation and Discovery phase to rebuild performance.gov - the engagement will help set the product vision for the new, modernized Performance.gov and a roadmap for realizing principles outlined in the long-term vision above. 18F will research the previous site and data, conduct additional user and stakeholder research, and analyze the current political and organizational landscape in which Performance.gov exists. 18F, in conjunction with the PIC staff and OMB, will determine a strategic path forward for the new site while making recommendations for tactical next steps, both in the short and long term.
- Agencies will be engaged by 18F in this development by participating in user discovery, interviews, prioritization of features, journey-mapping and analysis of ways to collect data.
- A Minimally Viable Product (MVP) will be in place February 2018, with a strategy and concrete steps to further develop a robust site over time.

r isc ssi e rti es ia it a C ecti ith isi

h rt er	i er ra siti	er
February 2018	FY18 - FY20	FY21 and beyond

While Performance.gov will not likely support much more than the posting of links and PDFs in February 2018, the PIC and OMB teams ask that agencies weigh in on what the reporting model might

7-26-17 Performance Improvement Council mtg
Discussion paper

look like as we move toward implementing the broader vision. The options below were developed based on feedback from agency performance teams over the past several years and an environmental scan of other performance sites (local, state, and international).

As we build a website and reporting model to enable this vision, the following models are provided for consideration. Although several discussion models are provided, in order to satisfy legal requirements and vision, Model 3 appears to currently be the most viable option. While moving fully to this model will require a transition and phase in period for agencies, this model provides robust data with some narrative, and a lesser reporting burden as agencies will not be required to manually input data, but rather a site will be created that pulls directly from existing agency data.

easy to create

easy to create	easy to create	easy to create	easy to create
Given legal compliance and articulated vision, Models 1 and 2 are not aligned with meeting those goals.	1	None	All Priority Goal reporting, as is done for existing CAP Goals
	2	Indicator data for all Priority Goals (APGs and CAPs)	All APR information by Strategic Objective, as is currently done
Current Proposal	3	Indicator data for all Priority Goals (APGs and CAPs) and all APR performance goals	Priority Goal action plans and progress updates
Although more consistent with the vision, it is unclear whether agencies have capability to enact these models.	4	For all Priority Goals: Indicator data + analysis of data + milestones (progress update) + next steps	Priority Goal action plan narratives
	5	All	None



Discussion Paper

- Is this the right approach?
- Right now, to the data standard in Model 3, what can data you pull out of your systems?
- Are there models that are feasible that haven't been noted above?
- Would a phase in path be acceptable?
- What are the challenges on allowing data to be accessed with or without narrative?
- Should a review capability be built into the site or be kept external?
- What other capabilities would add value for your agency?



Discussion Paper

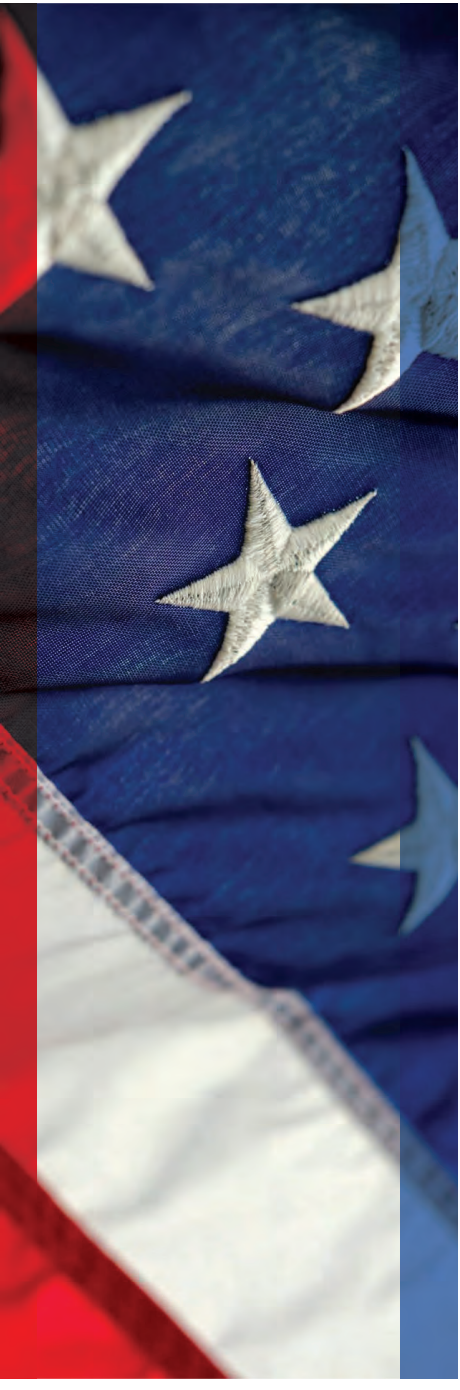
An environmental scan of nearly 60 country, state, and local government websites revealed the following:

- Heavy on data - data is the most prominent component of reporting progress
 - NYC Open Data: <https://opendata.cityofnewyork.us/>
- Light on narrative - descriptive content is few and far between, including narratives describing data
 - ResultsNOLA: <https://datadriven.nola.gov/results/economic-development/5-1/tourist-spending/>
- 90,000 feet narratives - narratives were written at a high level and in plain language; performance.gov's current narratives stood alone in their granularity
 - ChatataData: <https://performance.chattanooga.gov/>
- PDFs playing a supporting role - most often found in resources sections as background documents or fact sheets
 - Albuquerque: <http://abqprogressreport.sks.com/>
- Case studies - progress conveyed via specific case studies versus explanations of process
 - New Zealand: <http://www.ssc.govt.nz/better-public-services>

OPTION A: COLUMNS

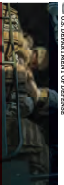


OPTION B: FLAG



OPTION C: EAGLE





OPTION A: COLUMNS



OPTION B: FLAG



OPTION C: EAGLE





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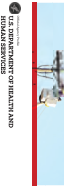
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FEBRUARY 8, 2022

Performance.gov

Re-introducing agency profiles

Ivan Metzger, GSA

SPECIAL THANKS TO THE
PERFORMANCE.GOV WORKING GROUP

MISSION

Our mission is to organize the U.S government's performance information and make it accessible and useful, especially for people who can act on it directly to improve outcomes for the American people.

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Our mission is to organize the U.S government's performance information and make it accessible and useful, especially for people who can act on it directly to improve outcomes for the American people.

- Senators
- Journalists
- Political professionals
- Government employees
- Academics

THIS INFO SOLVES PROBLEMS

Especially for people with a professional stake in understanding, coordinating, or influencing the activity of the federal government (**US INCLUDED**)

The screenshot shows the top portion of a web article. The header includes the Sloan Management Review logo and navigation links for Topics, Spotlight, Magazine, and Webinars & Podcasts. The article is part of 'THE STRATEGIC AGILITY PROJECT' and is a 'RESEARCH HIGHLIGHT'. The title is 'No One Knows Your Strategy — Not Even Your Top Leaders'. The subtitle reads: 'New research reveals the surprising reasons managers don't know their company's strategy.' The authors are Donald Sull, Charles Sull, and James Yoder, dated February 12, 2018. A 'READING TIME:' indicator is present. On the left, there is a sidebar with a 'Strategy' category and a 'Strategic Agility Project' section. At the bottom of the article preview, it begins with 'The CEO of a large technology company (let's call it Generex) recently reviewed the results of her company's annual employee engagement survey and was'.

Sloan
Management Review

Topics Spotlight Magazine Webinars & Podcasts

THE STRATEGIC AGILITY PROJECT • RESEARCH HIGHLIGHT

No One Knows Your Strategy — Not Even Your Top Leaders

New research reveals the surprising reasons managers don't know their company's strategy.

Donald Sull, Charles Sull, and James Yoder • February 12, 2018 READING TIME:

Strategy Executing Strategy

Strategic Agility Project

The CEO of a large technology company (let's call it Generex) recently reviewed the results of her company's annual employee engagement survey and was

HOW DO WE GET THE GENERAL PUBLIC TO
LOOK AT THIS STUFF?

“Make it fun to look at.”



Paula Scher

One of the world's most influential graphic designers
Designed Performance.gov's new identity



Performance.gov provides transparency
into government and its divisions

Symbols for America's spirit and innovation
evoke "The Great Experiment at work"



AGENCY PROFILES ARE COMING BACK SOON.
WE WANT TO GO FROM THIS...

National Aeronautics and Space Administration

Agency Priority Goals

Commercial Low Earth Orbit Economy

Artemis 2024 Lunar Landing

Enable Sustainable Surface Capabilities for the Moon in preparation for Mars

James Webb Space Telescope

National Aeronautics and Space Administration



Agency Plans and Reports


Agency's Strategic Plan



READ THE PLAN >


STRATEGIC OBJECTIVES >

Agency's Performance Plan and Report



READ THE PLAN >

Agency Priority Goals



2020-2021 APGS >

2018-2019 APGS >

Mission

Lead an innovative and sustainable program of exploration with commercial and international partners to enable human expansion across the solar system and bring new knowledge and

Top

TO THIS

DEMO

2YR GOAL

Commercial Low Earth Orbit
Economy

2YR GOAL

Artemis 2024 Lunar Landing

2YR GOAL

Enable Sustainable Surface
Capabilities for the Moon in
preparation for Mars

2YR GOAL

James Webb Telescope

U.S. FEDERAL AGENCY



NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

NEXT
AGENCY



This agency's goals, progress, and results

Read the key documents that describe what this agency wants to achieve, its performance to date, and what it plans to learn through research & evaluation

STRATEGIC PLAN

PERFORMANCE PLAN & REPORT

LEARNING AGENDA

MISSION

Lead an innovative and sustainable program of exploration with commercial and international partners to enable human expansion across the solar system and bring new knowledge and opportunities back to Earth. Support growth of the Nation's economy in space and aeronautics, increase understanding of the universe and our place in it, work with industry to improve America's aerospace technologies, and

REQUEST

Review agency profile photo options by Feb 14 EOD

See “profile photos” PDF attached to meeting invite. Photos are listed by agency in alphabetical order.

- **If you're fine with your agency's photo.** There's nothing you need to do. We'll use what we've chosen if we don't hear from you.
- **If you'd like us to use one of the "generic" options from 1st page of PDF.** Email your preference to bukola.bankole@gsa.gov (digital PM for performance.gov) by Feb 14 EOD.
- **If you'd like us to consider using a specific photo.** Email bukola.bankole@gsa.gov the photo by Feb 14 EOD. It should be in the public domain. Ideal dimensions are about 1,200 pixels wide with a 16:9 aspect ratio.

Agency Priority Goals (APGs)

Best Practices and Success Factors

Agency Priority Goals (APGs) were created by OMB in Memorandum M-10-24 and later codified in statute by the GPRA Modernization Act of 2010 (GPRAMA). The intent of APGs is to provide agencies a mechanism to focus leadership priorities, set outcomes, and measure results. APGs bring focus to mission areas where agencies need to drive significant progress and change, and move the needle on results. Setting APGs also provides an opportunity for agencies to communicate the impacts being achieved to the American public and to show stewardship of taxpayer dollars. Additionally, APGs highlight the use of strategic management (e.g. Performance management) to deliver efficient mission outcomes.

After four cycles of APGs and review, there are some clear principles that may enable greater chance for mission success through APGs. These are provided for consideration with the recognition that no one principle is correct for every agency. These should be considered in regard to the culture, structure and business practices of an agency.

Successful APGs have:

- ❖ **Leadership:** Senior leadership commitment and engagement in processes
- ❖ **Clarity:** Well-designed, clearly articulated goal, measures, targets, and strategies
- ❖ **Ownership:** Agency and goal team ownership of the APG, validation provided by senior agency leaders/WH/OMB
- ❖ **Routines:** Adherence to routines to provide consistent, continuous focus including regular, in-person data-driven reviews chaired by the Agency Deputy Secretary
- ❖ **Data:** Use of data to assess progress and inform decision-making and enable organizational learning

Consider APGs that:

- ❖ Encourage work across organizational units within an Agency (i.e. bureaus, subcomponents, offices)
- ❖ Scale up activities that have previously been found to be successful
- ❖ Elevate and accelerate activities that are losing momentum and need encouragement
- ❖ Align with key mission areas allowing program and line staff see their role and empower accountability
- ❖ Have robust data available

Strengthen your APGs by:

- ❖ Establishing a formal governance structure
- ❖ Developing a model/map which explicitly outlines the connection between your APG and the supporting indicators/programs/projects through your implemented strategies (e.g., logic model, goal map, theory of change)
- ❖ Embedding APG indicators in goal/program leadership performance plans
- ❖ Ensuring a dedicated goal leader whose time is spent entirely focusing on the success of this goal
- ❖ Seeking input from peer agencies with similar mission types, as well as stakeholder groups and Congress
- ❖ Goal coordination that aligns with Agency Strategic Plan and contributes to accomplishment of Strategic Objectives

Stay Tuned!

The PIC team and OMB are scheduling an APG Implementation Summit for Fall 2017 which will focus on sharing best practices from prior cycles, workshops on tools which can help strengthen APG implementation, engaging leadership and tips on running successful data driven reviews. If you have a great APG success or tips you want to share in this forum, please contact Dana at Dana.Roberts@PIC.gov.

The following examples illustrate how agencies have previously used APGs to drive progress on mission priorities and communicate outcomes through many of the principles listed.

Department of Energy: Nuclear nonproliferation - By the end of FY 2015, DOE/NSA removed or confirmed the disposition of enough material to make over 200 nuclear weapons.

DOE/NSA surpassed its cumulative target of removing or disposing 5,332 kilograms of vulnerable nuclear material (HEU and plutonium) by the end of FY 2015. Since the program's inception, as of the end of FY 2015 DOE/NSA removed or confirmed the disposition of 5,376 kilograms of HEU and plutonium, enough material for over 200 nuclear weapons and removed all HEU from 28 countries plus Taiwan.

Department of the Interior: Renewable Energy - Since 2009, the Department of the Interior has approved the development of 16,000 megawatts of capacity for power generation or transmission using renewable energy resources; enough to potentially power approximately 5 million homes.

Prior to 2010, DOI had approved only 2,500 megawatts of wind and geothermal energy projects, but no solar energy projects. Since 2009, DOI has approved over 60 renewable energy projects including 25 solar facilities, 10 wind projects, 11 geothermal projects, and 20 transmission or connected action projects that help connect to the power grid. When built, these projects will provide more than 16,000 megawatts of power, or enough electricity to power approximately 5 million homes, produced from renewable energy resources, while providing over 24,000 construction and operations jobs.

Department of Housing and Urban Development: Ending Veterans Homelessness - Veteran Homelessness Reduced 47% Over 6 Years.

Since 2010, total homelessness among veterans has fallen from over 74,000 to under 40,000 – a 47% improvement. Moreover, the number of homeless veterans who are living on the streets has fallen by 57%. In addition, a growing list of communities, including the entire states of Connecticut, Delaware, and Virginia, have proven that ending veteran homelessness is possible and sustainable. As documented through the federal Criteria and Benchmarks, they have driven down the number of veterans experiencing homelessness to as close to zero as possible, while also building and sustaining systems that can effectively and efficiently address veterans' housing crises in the future.

Department of the Treasury: Going paperless - Hundreds of Millions of dollars saved by “going paperless.”

Treasury saved the American people approximately \$500 million; paper benefit payments dropped from 131 million in 2010 to 39 million in 2013 (more than 70 percent). Treasury has continued to track this as an Annual Performance Report metric to ensure continued progress after the APG sunset: in FY 2016, paper benefits continued to decrease to fewer than 18 million.

Small Business Administration: Disaster Assistance - Electronic Disaster Assistance Loan Processing Saves Time and Money: 93% percent of Disaster Assistance loans are now processed electronically.

Electronic Loan Application (ELA) system has been described as a “game changer” at the SBA. Because disaster survivors can now apply for loans sooner and faster, they can receive their initial disbursement in days, not weeks, allowing them to stay afloat and turn their energy and attention toward rebuilding. Survivors have adopted ELA as their preferred loan application method, with more than 93% of all disaster loan applications in FY 2016 being processed electronically.

Contact the Performance Improvement Council staff for help with APG goal development or implementation support. We can help you:

- + Gain cross-federal insight
- + Build, revise, and sustain stat/DDR systems
- + Facilitate difficult conversations
- + Build capacity on a variety of performance and implementation topics

Agency Priority Goals (APGs) Overview

What is an APG?

APGs are a management mechanism (legally required by the GPRA Modernization Act) of raising up a few key priorities of Agency leadership which might benefit from regular, focused conversations and additional monitoring.

Why APGs?

APGs are a known effective mechanism for advancing priorities. The 3 pronged approach includes public goal setting, quarterly leadership discussions and regular public updates which have been shown to advance mission outcomes when appropriately chosen and adequately supported by leadership.

What makes an ideal APG?

- ❖ The goal advances Administration and Agency leadership priorities.
- ❖ The goal relies primarily on strong execution to be accomplished (not legislation or new funding).
- ❖ The goal focuses on mission outcomes, customer service, or efficiency.
- ❖ The goal regularly uses data to inform decision-making and is able to make measurable progress in 2-year time frame.
- ❖ The goal focuses on improving collaboration across components or scales up a previously successful model.

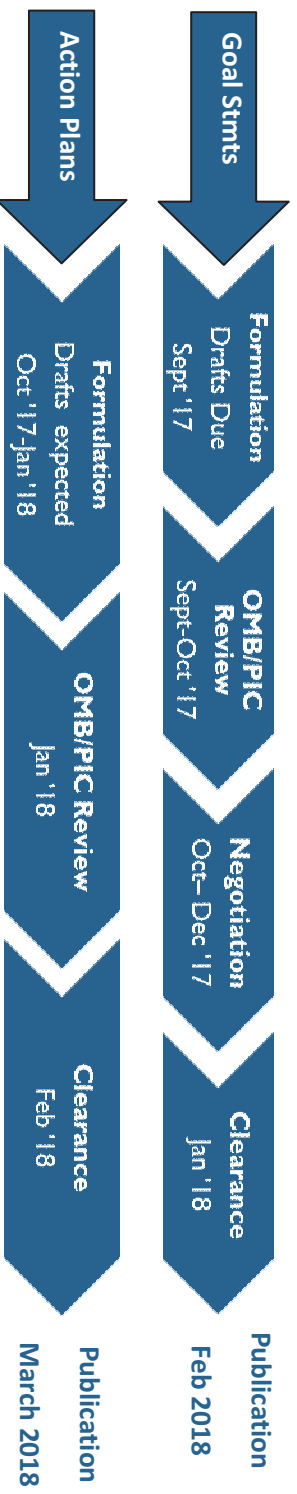
Leadership Role in APGs

Agency Leadership (including Deputy Secretaries, PIOs, CFOs, and CHCOs) have significant roles to play in the development, support and realization of APGs. Specifically leadership should set goals that reflect Agency priorities and align with mission accomplishment, spearhead efforts to review progress on those goals and make sure program leaders are identifying course corrections, and promote a culture of using data and evidence to make decisions and monitor progress.

Anatomy of an APG

Problem Trying to Address	Completion Date	Target	Indicator
Support the global effort to end preventable child and maternal deaths. By September 30, 2015, U.S. assistance to end preventable child and maternal deaths will contribute to reductions in under-five mortality in 24 maternal and child health U.S. Government-priority countries by 4 deaths per 1,000 live births as compared to a 2013 baseline.			

APG Development and publication





PIO COUNCIL MEETING

April 13, 2021
2-3 PM

(b) (6)

General Management Updates

OMB





Recent OMB Guidance

3

OMB Memo M-21-20

- *Promoting Public Trust in the Federal Government through Effective Implementation of the American Rescue Plan Act and Stewardship of the Taxpayer Resources*

Some Key Provisions:

- Outlines implementation that supports requirements outlined in various EOs
- Increased focus on human-centered program and service design to achieve more equitable results.
- Additional attention may be given to some programs based on nature of the program's goals, design, or potential impacts on equitable outcomes.
- **Federal Financial Assistance Programs:** New program implementation plans submitted to OMB for approval prior to posting to Assistance Listing for review.
- Agency Equity Teams to engage in equity assessments for ARP programs.
- Performance planning, management, and agency reporting for ARP funding incorporated into agencies' existing organizational performance management routines.
- Public reporting integrated with required performance planning and reporting to ensure alignment with the overarching agency strategic goals and objectives.

OMB Memo M-21-22

- *Update to Implementation of Performance Management Statutes*

Some Key provisions:

- **Reinstates** Part 6 to Circular A-11.
- Directs agencies to **leverage the framework of priority goal setting and strategic planning** to align to Administration's policy priorities.
- Specific emphasis placed on **developing new strategic goals/objectives and APGs** for:
 - continuing to meet the health, welfare, and economic challenges of the COVID-19 pandemic,
 - advancing equity, and
 - addressing climate change.
- Encourages development of **joint APGs**.
- **Empowers PIOs** to support this work.
- Requires CoS and DepSecs to **ensure coordination** as needed with implementation partners, WH Councils during drafting.
- Requires OMB to **ensure alignment across Administration**, promote collaboration.
- **Reaffirms June 4 submission** of initial draft components of the strategic plan to OMB.

OMB Guidance Resources

PERMISSIONS

OPEN-EXECUTIVE BRANCH

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Dashboard / Performance Community Homepage / OMB Performance Portal

MANAGEMENT GUIDANCE LIBRARY

Created by Adam Lipton (OMB), last modified on Mar 24, 2021

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OMB Circulars

Guidance Library

This library selected performance and management-related OMB policy and guidance information for agencies. Use the box below to search and filter the list by keyword, or you can sort the columns by clicking on the column headers.

Filter:

Guidance Type	Title	Date Issued
OMB Circular	OMB Circular No. A-11, PREPARATION, SUBMISSION, AND EXECUTION OF THE BUDGET (March 24, 2021 revision)	March 24, 2021
OMB Circular	OMB Circular No. A-11, PART 6: The Federal Performance Framework for Improving Program and Service Delivery (March 24, 2021 revision)	March 24, 2021
OMB Circular	OMB Circular No. A-123, Management's Responsibility for Enterprise Risk Management and Internal Control	July 15, 2016
OMB Circular	OMB Circular No. A-123, APPENDIX A: Management of Reporting and Data Integrity Risk	June 6, 2018
OMB Memorandum	M-21-22, Update to Implementation of Performance Management Statutes	March 24, 2021
OMB Memorandum	M-21-20, Promoting Public Trust in the Federal Government through Effective Implementation of the American Rescue Plan Act and Stewardship of the Taxpayer Resources	March 19, 2021
OMB Memorandum	M-21-19, Transmittal of Appendix C to OMB Circular A-123, Requirements for Payment Integrity Improvement	March 5, 2021
OMB Memorandum	M-21-18, Legislative Coordination and Clearance	March 4, 2021
OMB Memorandum	M-21-17, Revocation of Executive Order 13950, M-20-37, and M-20-34	March 2, 2021
OMB Memorandum	M-21-16, Revoking M-20-36	February 26, 2021



OMB Updates

5

-- Legislative Updates

- *Wasteful Federal Programs Reduction Authorization Act (pending, yet to be introduced)*
- *S. ___ - Restore the Partnership Act (LRM / OMB Request for views)*
- *S. 671 Federal Agency Customer Experience (FACE) Act (LRM / OMB Request for views)*

-- Unnecessary Plans/Reports for Elimination List

- *The next update to the Unnecessary Plans and Reports Elimination list will be published with the FY 2023 President's Budget in Feb., 2022.*
- *Agencies still encouraged to continue work on identifying other legislative vehicles and agency-specific opportunities for action-ing proposals to eliminate plans and reports identified as unnecessary or outdated, outside of this government-wide list.*

-- Update on ERM Playbook

-- Collection of FY 2021 Funds for Councils and CAP Goals

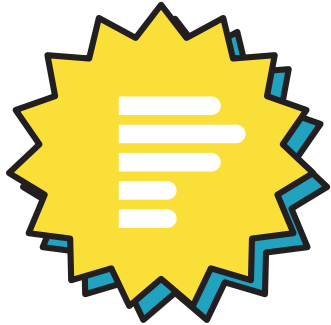
-- GSA/OSSPI's Spring Workshop Series – register now!

- [April 23](#), Enterprise Management and Performance Integration
- *May 7, Data Workshop: Enterprise Analytics*
- *May 21, Performance Measures 101*



Public Service Recognition Week: May 2-8, +beyond

#GovPossible



Over the past year, our NIH team put in endless hours researching COVID-19 and working towards overcoming the pandemic. We're so proud of all their hard work and dedication. Here at NIH, we want to celebrate our many researchers this Public Service Recognition Week!

PSRW

NIH



"I've been a public servant for over two decades and have grown my career in ways I could never have imagined. I'm grateful for my amazing team at Station 19 who make the impossible #GovPossible in this pandemic. Thank you to my peers, supervisors, and leaders for your dedication to the American people and the world!"

Fred Weasley
Station 19 Fire Dept.

WOW!



GOVPOSSIBLE

THANK YOU

PSRW Toolkit on Pgov:

- Leadership engagement
- Employee highlights
- Comms templates (video, email, social media, etc)
- Graphics & stickers



Equity EO

Update on Implementation / Role of the PIO





Equity EO 13985

Key Principles

- *Three key principles should ground agencies activities pursuant to EO 13985:*
 - *Advancing equity work must be a core part of management and policy making processes.*
 - *Successful equity work yields tangible changes that positively impact American lives*
 - *Equity benefits not just some of us, but all Americans.*

Main Deliverables

- *200-day agency equity assessments*
 - *Agencies are required to conduct an equity assessment of certain high-impact agency programs, policies, and processes, including but not limited to benefits and services, procurement and contracting opportunities generally, as well as participation in Federal grants and other financial assistance programs; report due August 8, 2021.*
- *One-Year Agency Plans*
 - *Within the first year of the executive order, each of your agency heads will consult with DPC and OMG to produce a plan for addressing barriers that underserved communities face to full and equal participation in programs as well as agency procurement and contracting opportunities.*



Equity EO 13985

Where we are...

- *Agency Equity Teams*
 - *Agencies should have already identified points of contact and assembled Agency Equity Teams. Suggested team members include regulatory affairs, counsel, civil rights enforcement, CFO, CDO, Chief Science Officer, CHCO, **PIO**, EO, statistical official, procurement executive, CX leadership, communications, public engagement, as well as relevant programmatic and policy areas.*
- *60-day progress reports have been submitted*
- *Agency Deep Dives with each CFO Act Agency (+NEH, NEA, CNCS, CIA, FEMA, MCC) are in process.*
- *OMB requests 90-day progress reports from all agencies documenting further progress on equity assessments, due April 20.*



Equity EO 13985

10

MAX Community Page URL: <https://community.max.gov>

Executive Order 13985 Implementation Coordination and Learning Community

Overview

On the first day of his Presidency, President Biden signed Executive Order 13985 Executive Order On Advancing Racial Equity and Support for Underserved Communities Through the Federal Government. This EO charges the Federal government to pursue a comprehensive approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality.

This MAX site is meant to serve as an internal-to-government collaboration space to check-in for the latest information and resources to support agencies as they conduct this important work.

"Equity" means the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

Key Principles

1. Advancing equity must be a core part of management and policy making processes. Achieving equity must go beyond delivering special projects or programs that focus on underserved communities. Equity must be a central component of the decision making framework that all agency functions are routed through.
2. Successful equity work yields tangible changes that positively impact the lives of people in the United States. Equity is not just a set of values, it must also be a set of outcomes.
3. Equity benefits everyone. If we close the gaps in income, wealth and financial security for families across the country, our economy will grow. It's up to all of us as leaders to carry this message, and to demonstrate that advancing equity is not a zero-sum game that benefits some communities at the expense of others.

Agency Submissions

Agencies are required to submit their deliverables through MAX. Navigate to you agency's folder, and select which deliverable you would like to upload.

For screenshots on how to submit, click [here](#).

[Click here to submit your Progress Reports, Assessment, and Plan](#)

Contacts

General questions: [\(b\)\(6\)](mailto:equity@(b)(6))

To find or update your agency's Equity Team: Agency Equity POCs

Technical questions on accessing or using the MAX Community or Collect Exercise: MAX Support [\(b\)\(6\)](mailto:(b)(6)@max.gov) or MAXSupport@max.gov

Resources

[FAQ Page](#)

[Timeline of Related Deliverables](#)

[Domestic Policy Council Agency Equity Team Kickoff Call Deck](#)

[Small Agency Kickoff Call Deck](#)

[\[CFO Act\] Agency 60-Day Progress Report](#)

[\[CFO Act\] Agency 90-Day Progress Report](#)

[\[Small\] Agency Guidance and 90-Day Progress Report](#)

[Getting Started Questionnaire \(for Service Equity Assessments\)](#)

[External Resources](#)



Equity EO 13985

Resources Page

Resources for Equity Data Work and Analysis

Title	Type	Contributor	Summary	URL
Census Pulse Tool	Tool; Data	Urban	To understand the extent of the pandemic's effects and inform race-conscious policies for an equitable recovery, we are using the federal Household Pulse Survey to provide near-real-time data broken down by geography and race and ethnicity.	Tracking COVID-19's Effects by Race and Ethnicity Urban Institute
Spatial Equity Tool	Tool	Urban	How can cities ensure that resources are equitably distributed to all residents? We created this data tool to help city officials, community organizations, and residents quickly assess spatial and demographic disparities in their cities.	Spatial Equity Data Tool (urban.org)
Simulation Tool: TRIM3	Tool	Urban, HHS	TRIM is a microsimulation model that starts with survey data representative of the US population and simulates federal and state program rules at the individual, family, and household levels. The model calculates program eligibility and potential benefits, program participation, and tax liability. All results are internally consistent, and simulations of current law program rules are aligned with official program data. Microsimulation allows the user to understand the effects of programs at a very detailed level—that is, by individual characteristics such as race, ethnicity, marital status, geography and poverty level and by individual program elements. The results are weighted to reflect US	TRIM: A Tool for Social Policy Analysis (hhs.gov)

Resources for General Equity Assessment Approaches

Title	Type	Contributor	Summary	URL
Creating Equitable Technology Programs Guide	Guide	Urban	As cities rapidly integrate technology in all aspects of governance, critics are concerned that smart cities could exacerbate inequalities, including the digital divide between households with and without internet access and the disproportionate surveillance of communities of color. As part of a broader body of work concerning the role of technology in accelerating innovation for inclusion in cities, we examined how cities were ensuring that their use of technology would close gaps, not widen divides.	Creating Equitable Technology Programs: A Guide for Cities (urban.org)
Race Forward Practice	Consultants	Race Forward	Race Forward has a multi-racial and multi-generational staff with extensive expertise and experience in a variety of areas, including strategic research and policy analysis, media advocacy, policy and program development, strategic coaching, curriculum design, educational material production, public presentations and keynote speeches, investigative journalism, community organizing, leadership development and applied technology.	Practice Race Forward
Race Reporting Guide	Style Guide	Race Forward	Race Forward's Race Reporting Guide aims to provide critical support for the use of responsible language and story framing that reflects ethical and rigorous journalistic standards and affirms the dignity and human rights of people of all races.	Race Reporting Guide Race Forward
Targeted Universalism	Guide	Othering and Belonging Institute	Targeted universalism means setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted universalism is goal oriented, and the processes are directed in service of the explicit, universal goal.	<ul style="list-style-type: none">Primer video: https://belonging.berkeley.edu/tu-video-curriculumToolkit / resource: https://belonging.berkeley.edu/targeteduniversalismCase study (Seattle) - https://belonging.berkeley.edu/implementing-targeted-universalism
Census Top	Collaborators	US Census	AARP	

2021 Strategic Review

Proposal for Orienting the Agenda/Focus for this year's Agency/OMB Meetings



Strategic Review Assessment Framework



Learning

- Lessons learned - what happened and why
- Research and improved understanding
- Exploration and innovation

Improvement Actions

- Inform future planning efforts; changes to strategy, tactics
- Operational improvements, administrative reforms
- Budget and legislative proposals



For Discussion

Key Question. How can we support agency alignment to Administration priorities?

Recommended Approach

- Orient the OMB/Agency strategic review meetings for discussion on agency planning and goal development to ensure such alignment.
- As you pivot away from assessing current framework of strategic objectives (retrospective), emphasis on organizational learning that informs planning efforts (prospective).
- Agendas would include particular focus on the subset of priorities reflected in OMB guidance (i.e., Equity, recovery from Pandemic, ARP implementation, Climate Change)
- Meeting participation from both OMB and agencies **tailored and scaled** to reflect substance of the discussion, by agency, by agenda (i.e., OMB Branch Chief/DAD to PIO; PAD/DDM to DepSec/COO, etc).
- OMB/PPM to lead coordination across OMB offices and EOP (as applicable) while PIOs lead coordination across agencies.
- Draft Calendar to have to meetings beginning week of June 20 through July 23 (**Note:** no meetings scheduled for week of July 4th Holiday)



CLOSING REMARKS



PIO Council Meeting
Tuesday, August 24, 2021
2-3 PM



Join ZoomGov Meeting

(b) (6)

Agenda

Opening Remarks (OMB)

Update on PMA Framework / Development

OMB Updates

- *Using Data to Drive Results*
- *Recently issued OMB Guidance (Circular A-11, PART 6; Circular A-136)*
- *Other General Management Updates*

Supporting Agency Strategic and Performance Planning in 2021

- *2021 Strategic Reviews Closeout / Survey Feedback*
- *Joint APGs and Strengthening interagency coordination and planning*
- *Upcoming Planning Milestones / Dates*

Performance.gov and PMLOB Update

Closing Remarks (OMB)

PIO COUNCIL MEETING

August 24, 2021
2-3 PM

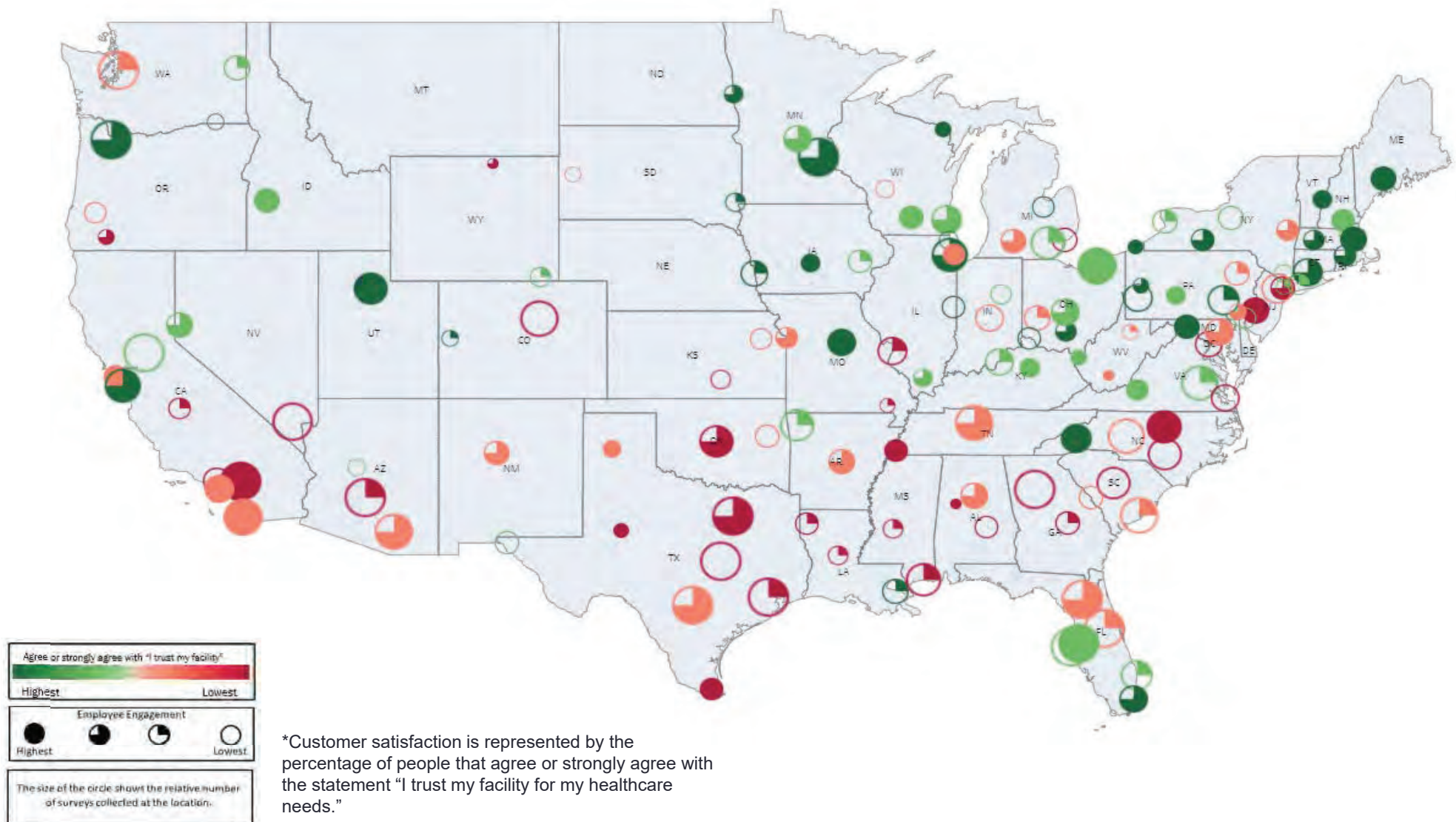


Using Data to Drive Results

Potential for Linking Govt-wide Datasets



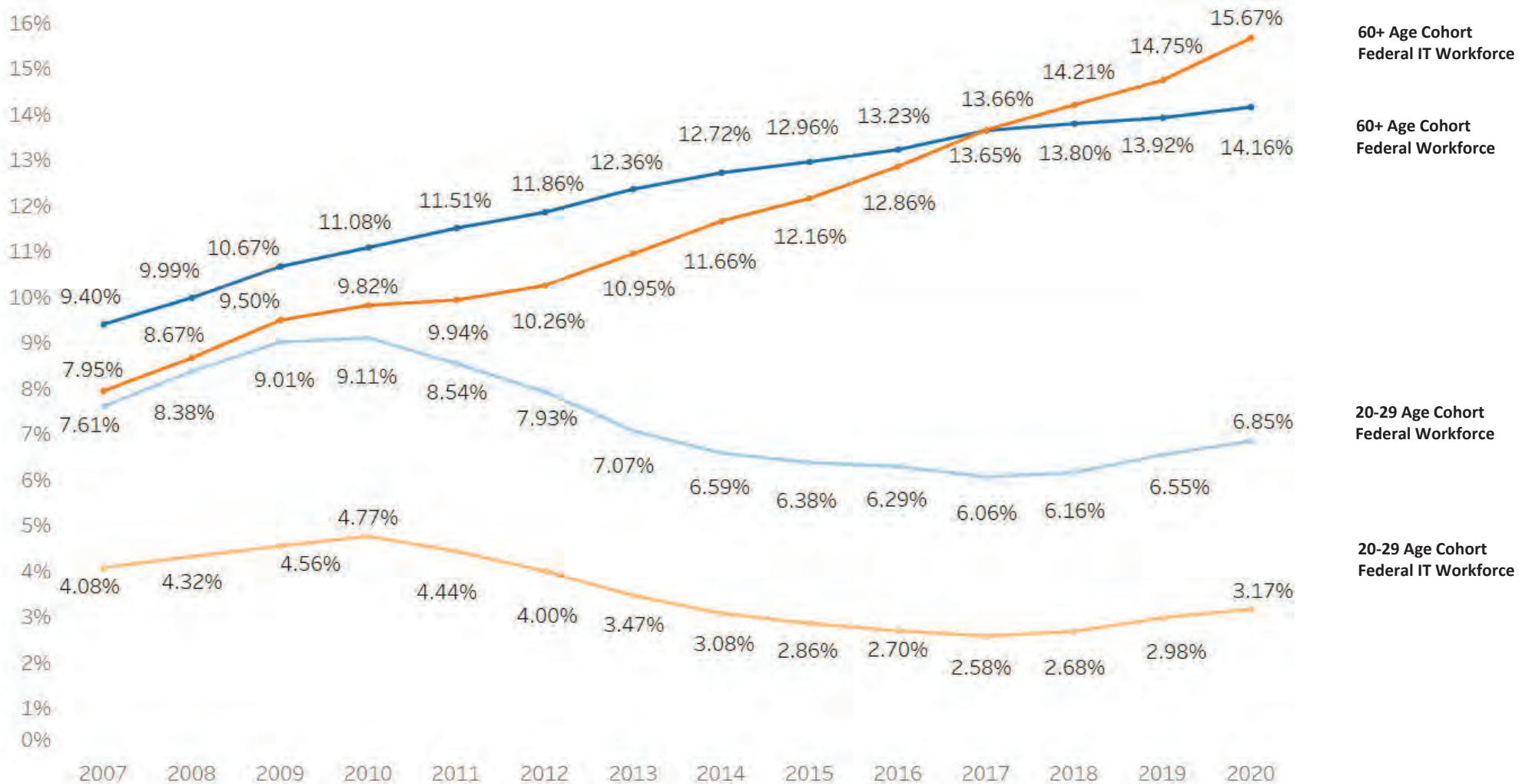
Case Study: VHA Employee Engagement vs. Customer Satisfaction





Data Example: IT Workforce Demographic Trends

60+ Age Cohort Federal IT Workforce increases from 2007 to 2020 while 20-29 Age Cohort Federal IT Workforce declines slightly.





OMB Updates

-- OMB Circular A-11, Part 6

- *Summer, 2021 Update released August 6, 2021 available at https://www.whitehouse.gov/wp-content/uploads/2018/06/a11_web_toc.pdf.*

-- OMB Circular A-136

- *2021 Update released August 10, 2021, available at <https://www.whitehouse.gov/wp-content/uploads/2021/08/Circular-A-136.pdf>.*
- *Includes revised language on reporting of performance reporting and information in the MD&A section of the AFR to minimize duplication between the APR and the AFR.*

-- 2021 Customer Satisfaction Survey Snapshots

- *Available on MAX Community at <https://community.max.gov/x/wvrLh>.*
- *Data set contains information on customer satisfaction for the four major mission-support functions—Contracting, Financial Management, Human Capital, and IT—and 24 associated services.*
- *In addition, this year we asked questions on telework preferences (pertinent to reentry, post-reentry and future of work planning efforts) and mission-support enablers/barriers.*
- *This information is also available on MAX and our D2D portal referenced above.*

Supporting Agency Strategic and Performance Planning in 2021

Open Discussion





2021 Strategic Reviews Closeout

7

- **By the Numbers – Agencies and OMB reviewed / discussed:**

- 99 Strategic Goals
- 321 Strategic Objectives
- 73 Agency Priority Goals
- ~7 Joint APGs

Consolidated list of draft SP frameworks and APGs available on SPWG MAX page: <https://community.max.gov/x/jROvgQ>.

- **Survey Feedback on 2021 process**

- Available at <https://surveys.max.gov/273414>
- Open to all agency personnel that participated in the 2021 Strategic Review
- Survey open through Friday, August 27. Responses are anonymized.

- **Look Back at 2019**

Results – what we're trying to improve upon:

- Conflicting trends between value of analysis and process continuing
- Slight increases in perceived value of meetings w/ OMB

Topic	Agree/ Yes	Δ (2018)	Neutral/ Not sure	Δ (2018)	Disagree/ No	Δ (2018)
Analysis generated through internal SR process was valuable	84%	+15	3%	-13	13%	-2
SR process will help improve performance or mgmt at agency	64%	+6	23%	+1	13%	-7
Recommend continuing to conduct internal SR process next year	74%	-10	7%	+1	19%	+10
SR meetings with OMB were valuable	55%	+4	19%	-8	26%	+4
Pre-SR meeting interactions with OMB were helpful	68%	+16	23%	-6	9%	-9
SR meetings with OMB should continue next year	65%	+1	16%	-4	19%	+3



Strengthening Interagency Coordination / Planning

- **Candidates for Joint APGs** emerging from the Strategic Review meetings and are currently being pursued for further joint planning.

Agencies	APG Focus
DOC/USDA	Expanding access to broadband
DOL/HHS	Improving mental health through audits for the commercial market
EPA/HUD	Reducing lead exposure
GSA/DOE	Expand electric fleet vehicles
HUD/DOT	Promote inclusive community economic development
State/USAID	Control HIV epidemic (select countries)
State/USAID	Combat global climate change - advancing net zero emissions development



Strengthening Interagency Coordination / Planning

- **Additional APGs that share a common focus**, and where cross-agency planning and coordination could improve goal execution.

Agencies	APG Focus
HHS/USAID	Maternal Health
HHS/SBA/DHS	Emergency Preparedness
EPA/Interior/Energy	Decontaminate Communities
Interior/Energy/Commerce	Clean Energy Technology
Commerce/Interior/Treasury	Environmental Sustainability & Resilience
State/Energy/GSA/DHS	Cybersecurity
SBA/Commerce/Treasury	Supporting Disadvantaged Businesses
USAID/USDA	Food Security

see Appendix slides for details on each of these Agency statements



Sept. 13th Submission Milestone

Item	Submission Location
Full draft FYs 2022-2026 Strategic Plan	OMB Performance Portal: Agency Submission Portal (select agency, click “Strategic Plan” page, then “FYs 2022-2026 Strategic Plan Publication”).
Validate that the Strategic Goals & Objectives are current in MAX Collect <ul style="list-style-type: none">• Make updates as necessary to reflect latest OMB submission	MAX Collect: URL forthcoming.
-Draft FY 2023 Annual Performance Plan; -Draft Summary of Progress Update for each Strategic Objective (the narrative-laden component of the FY 2021 Annual Performance Report);	OMB Performance Portal: Agency Submission Portal (select agency, click “Performance Plan / Performance Report” page, then “Plan Years: FY 2023 APP / FY 2021 APR”).
Full draft FYs 2022-2023 APG statements (Impact and Achievement Statements)	MAX Collect: URL forthcoming.

c

PMLOB Funding & Update

PMLOB: FY23 BUDGET

- Agency contributions to the Performance Management Line of Business (PMLoB) fund continued maintenance and development of performance.gov
- FY 2021 contributions have been collected
- The proposed contribution amount for FY 2023 budget planning is \$79,800

Contributors

Department of Commerce	Department of Interior
Department of Defense	Department of Justice
Department of Housing and Urban Development	Department of Labor
Department of Agriculture	Department of State
Department of Education	Department of Transportation
Department of Energy	Department of Treasury
Department of Health and Human Services	Department of Veterans Affairs
Department of Homeland Security	

|

*Helping SBA crowdsource ideas
for the future*

Interagency Suggestion Box

CALLING FEDS EVERYWHERE

The Small Business Administration is crafting a vision for the future. Help them think outside the box.

Suggest ideas

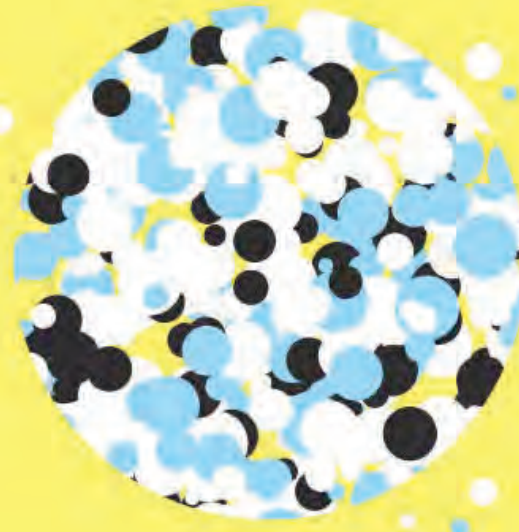
Closed July 2

WANTED:

YOUR TAKE ON THE POSSIBILITIES

As a federal employee doing the work, you might have a bold, promising idea for the future that your agency—or another agency—needs to hear.

Help the SBA see what you see. To shape their upcoming FY 2022–2026 Strategic Plan, the SBA wants your ideas for how they might better enable small businesses and entrepreneurs



CALLING FEDS EVERYWHERE

The Small Business Administration is crafting a vision for the future. Help them think outside the box.

Suggest ideas

Closed July 2

WANTED: YOUR TAKE ON THE POSSIBILITIES

As a federal employee doing the work, you might have a bold, promising idea for the future that your agency—or another agency—needs to hear.

Help the SBA see what you see. To shape their upcoming FY 2022–2026 Strategic Plan, the SBA wants your ideas for how they might better enable small businesses and entrepreneurs to grow and sustain healthy, vibrant businesses that anchor and enrich our nation's economy.

SBA is seeking employee ideas on...

Interagency collaboration
Where do opportunities exist for greater collaboration between SBA and other federal agencies?

Increasing equity
How can the SBA promote equitable access for underserved, minority businesses and entrepreneurs?

Increasing resilience
How can the SBA strengthen small business resilience to disaster and/or economic downturns or weather-related events or disasters?

Improving efficiency
To improve efficiency, how might the SBA use technology in new ways?

BACKGROUND

The SBA recognizes the importance of stakeholder engagement, and our programs interact with a wide range of other federal agencies—Treasury, Commerce, FEMA, and DOD, to name a few. We ask for your insights and perspectives to help the SBA craft strategies to advance our mission and better support small businesses and entrepreneurs.

SBA has partnered with GSA and OMB to crowdsource insights from federal employees whose work, either directly or indirectly, supports small businesses and entrepreneurship. Again, these insights will be shared with SBA program offices for consideration and inclusion in the FY 2022–2026 Strategic Plan.

The SBA will consider all comments, although not all comments may be integrated into the final plan. The Strategic Plan is a long-term planning document that guides the management of SBA's programs from FY 2022–2026. Because SBA programs are authorized by Congress, potential changes to programs may need legislative action prior to implementation.

”

When partnering together as a federal team, we can create greater outcomes for the communities we serve and better solve shared challenges.

— Jason Bossie

Acting Chief Counsel Officer, your Performance Improvement
Board (Strategic Development)

About this pilot

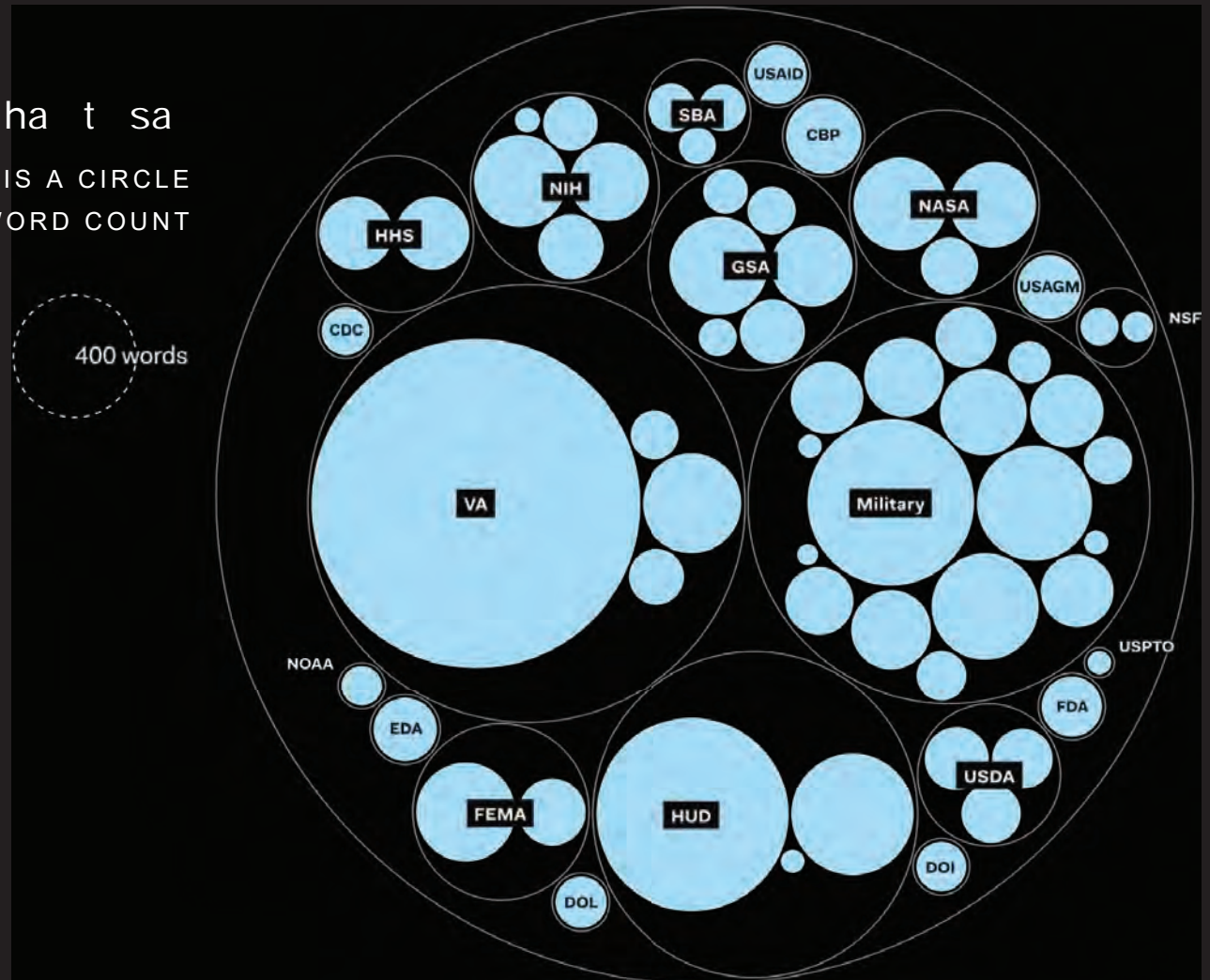
This initiative is part of a pilot led by the Office of Governmentwide Policy of GSA. We want to know: Does crowdsourcing employee feedback across agencies and locations help federal strategy-making teams explore their ideas for the future, increase understanding, and build collective responsibility?

64 responses to the question:

“What should the SBA try to achieve over the next 5 years?”

h e hear r h ch the ha t sa

EACH RESPONSE IS A CIRCLE
SIZED BY WORD COUNT





Fed Fashion Week

YOU'RE INVITED

The logo for Fed Fashion Week features the text "fed fashion week" in a white, lowercase, sans-serif font. The word "fashion" is split, with a white circle acting as the letter "i". The text is centered within a white rectangular border. The background consists of several overlapping circles in vibrant colors: magenta, red, yellow, green, and teal, all set against a dark navy blue backdrop.

fed
fashion
week

Get involved

- September 8-14, 2021
- Download toolkit at www.fedfashionweek.org/race-e-ashilee
- Contact catie@fedfashionweek.org if you have questions or want to participate



CLOSING REMARKS



APPENDIX



Additional APGs with a common focus

Maternal Health

- USAID - Advance the global effort to prevent child and maternal deaths
- HHS - Improve maternal health and reduce disparities nationwide and globally by assuring the equitable provision of evidence-based high-quality care and addressing social determinants of health, including racism, discrimination, and other biases, across the life course.

Emergency Preparedness

- SBA - Increase the uptake of disaster mitigation loans to help prepare and rebuild resilient communities affected by disasters (ODA)
- HHS - While promoting equitable access, strengthen the systems for domestic and global health, human services, and public health to protect the nation's well-being before, during, and after disasters and public health emergencies.
- DHS – lead role of the Department in coordinating preparedness through FEMA

Decontaminate communities

- EPA - Clean up contaminated sites and invest in water infrastructure to enhance the livability and economic vitality of communities.
- Interior - Reclaim lands and use them to benefit ecosystems and communities.
- Energy - Support the long-term goal of safely managing cleanup and storage of nuclear materials left behind by six decades of weapons production and energy research.

Clean Energy technology

- Interior - Develop plans enabling offshore wind power sources and onshore wind, solar, and other renewable sources.
- Energy - Catalyze a full range of cost-competitive, resilient, and clean energy technologies to achieve ambitious net zero goals.
- Commerce - Support decarbonization by growing clean technology industries and increasing the availability of data and science related to climate

Environmental Sustainability and Resilience

- Commerce - Improve climate resilience across the businesses, communities, and infrastructure the Department serves
- Interior - Transition DOI operations to a carbon neutral footprint for greater environmental sustainability.
- Treasury – Strategic Objective (APG statement not formulated yet): Improve climate sustainability, resiliency, and adaptation of Treasury's operations and services.



Additional APGs with a common focus, cont.

Cybersecurity

- State - The Department of State will improve Department-wide cybersecurity hygiene to ensure our systems and data are protected and available.
- Energy - Identify, contain, and defeat cyber threats to our energy delivery systems through a shared understanding between industry and government of adversarial techniques to mitigate energy sector cyber-attacks.
- GSA - GSA will increase security and efficiency in the acquisition process, reducing the risk exposure of critical Federal systems to supply chain cyberattacks, by ensuring that all Cyber Supply Chain Risk Management (C-SCRM) legislative and policy requirements are incorporated across its portfolio.
- DHS – lead role in overseeing, coordinating cybersecurity efforts through CISA.

Workforce / Reemployment

- Commerce - Pair jobless Americans with immediate job opportunities by establishing or strengthening regional systems to train workers with in-demand skills (EDA)
- Labor - By September 30, 2023, the Department will have strengthened both unemployment insurance delivery and reemployment services by planning and offering new, innovative, and equitable approaches to states and grantees.

Supporting Disadvantaged Businesses

- SBA - Increase Lender Match usage by Community Financial Institutions to help more underserved small businesses access capital (OCA)
- Commerce - Increase exports from businesses in communities/populations defined as historically underserved
- Treasury – Strategic Objective (APG statement not formulated yet): Promote financial recovery and growth through responsive services and the equitable flow of capital to small business, industry, households, and communities

Food Security

- USAID - Facilitate inclusive, resilient growth in the agrifood system to sustainably reduce poverty, food insecurity, and malnutrition
- USDA – lead role in overseeing, coordinating food security efforts through FNS.

PIO Council Meeting

July 28, 2020

10:00-11:00 AM

(b) (6)



General Updates

Performance / Management



Management / Performance Updates

- **Upcoming Performance Timeline Reminders** (*FY 2020, Q3 Progress Update of Priority Goals to Performance.gov; Draft APP/R with FY 2022 Budget Submission to OMB*)
- **Reporting on the Impacts of COVID in the FY 2022 APP/ FY 2020 APR**
 - **FY 2020 APR.** Agencies report actuals against the FY 2020 targets and milestones as published in the agency's FY 2021 APP in Feb., 2020. Where performance gaps between targets and actuals exist, use findings from internal management analyses (quarterly data-driven reviews and strategic reviews) of the operational and performance gaps to understand the impact from COVID to agency operations.
 - **FY 2022 APP.** Use this analysis to inform performance management efforts in determining FY 2021 and FY 2022 targets that will be reflected in the draft FY 2022 APP submission this Fall. Agency FY 2022 APPs should show revised FY 2021 targets and milestones from what was first published in the FY 2021 APP as applicable.
- **OSSPI soliciting recommendations for topics for Fall Workshop Series** (*email picstaff@gsa.gov*)
- **PIC Training Resources on MAX Community**

PIC Training Resources on MAX Community

PIC TRAINING RESOURCES

Created by Adam Lipton (OMB), last modified by Melissa Joseph (GSA,Ctr) on Jul 09, 2020

<https://community.max.gov/x/Apwwug>

[Home](#) [OMB Guidance](#) [Performance Contacts](#) [Management Calendar](#) [Working Group](#) [Strategic Planning / Reviews](#) [PMA](#) [APGs](#) [PMIAA](#) [Submission Portal](#) [Evidence & Evaluation](#) [Filing Cabinet](#)

The PIC Resources page includes materials created for the various PIC/OSSPI workshop series as well as other training sources. The PIC/OSSPI team will make periodic updates to the training folders to ensure timely posting of new materials. You may also refer to the [resources tab](#) on the PIC website which may be helpful and includes our [Goal Playbook](#) and our [P3 Playbook](#). Both playbooks include 1-10 links in each 'play' which point to other toolkits, checklists, articles and other resources which you may find helpful. If there is a specific resource that does not appear here but should, reach out to picstaff@gsa.gov to inquire.

PIC Training Resources

- [Analysis Resources](#)
- [Communicating Performance Information Resources](#)
- [Data Resources](#)
- [Evaluation Resources](#)
- [Goal Setting and Prioritization Resources](#)
- [Implementation Resources](#)
- [Improvement Resources](#)
- [Measurement Resources](#)
- [Performance Culture Resources](#)
- [Planning Resources](#)

Gears of Government Awards: PIC Winners



Gears of Government Awards

Hall of Winners

Recognizing individuals and teams across the Federal workforce whose dedication supports exceptional delivery of key outcomes for the American people, specifically around **mission results**, **customer service**, and **accountable stewardship**.

[View the 2019 Winners](#)

Reset Filter

3 ITEMS

Filter by Agency/Council

CAOC	CFOC	CIOC
DHS	DOC	DOD
DOE	DOJ	DOL
DOT	ED	EPA
GSA	HHS	HUD
NARA	NASA	NRC
NSF	OMB	OPM
PIC	SBA	SSA
State	Treasury	USAID
USDA	VA	

PIC.gov

DoD Contracts Management Reform Team

DOD PIC

WALDEMAR KOSCINSKI
KRISTINA SCHNEIDER
SHERRY WELLMER
KAITLYN FAILLACE
JAMES CARLIN

PIC.gov

GSA's RPA Program Team

GSA DHS DOD PIC

GERARD BADORREK
JAMES GEOGHEGAN
SHANG-JEO
GAUBLOMME
JAMES GREGORY
ERICA THOMAS

PIC.gov

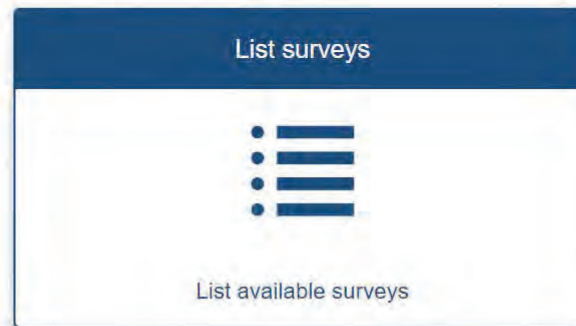
USAID's Operations Performance Team

USAID PIC

MARGARET MESAROS
ERIN BROWN
EVANDER BAKER
MAGGIE STRONG
CHRIS MESERVY

Enterprise Management Study Survey

MAX Survey



MAX Survey

Enterprise Management Study - Survey

This survey is designed to standardize the collection of agency-specific, descriptive information and characteristics related to decision-support management functions, their organization at the agency HQs level, and processes regarding their intra-agency coordination. Information collected will be used in support of the Enterprise Management Study. While one response per CFO-Act agency is requested, responding to the questions will require input and consultation from various officials, such as the Chief Operating Officer (COO), Performance Improvement Officer (PIO), Evaluation Officer (EO), Chief Data Officer (CDO), and Statistical Official (SO). Additionally, an agency point of contact should be identified for any follow-up questions and/or clarifications needed related to an agency response.

Participant Link: <https://surveys.max.gov/index.php/935373?lang=en>



Summer 2020

Improving Federal Customer Experience and Service Delivery

PIO Council Meeting

CX Overview + TSA Data Demo

July 28th, 2020



A growing consensus across government recognizes the importance of customer experience

Whether seeking a loan, Social Security benefits, Veterans' benefits, or other services provided by the Federal Government, Americans expect Government services to be efficient, intuitive, and responsive to their needs, just like services from leading private-sector organizations.

Yet on the 2019 American Customer Satisfaction Index, the Federal Government remains the lowest-ranked sector, lagging over seven points below average

Forrester's 2019 index (at right) showed that only one agency improved this year, while two declined

2019	2018	BRAND	PERFORMANCE			
			2019	2018		
1	—	1 National Park Service (NPS)	73.8*	76.7		
2	—	2 United States Postal Service (USPS)	67.6*	70.1		
3	—	3 Tricare	66.0	64.9		
4	▲	5 Medicare	62.5	60.7		
5	▼	4 Department of Veterans Affairs (VA)	62.1	62.5		
6	—	6 Bureau of Consular Affairs	61.7	60.3		
7	▲	9 Social Security Administration (SSA)	60.2	58.2		
8	▲	10 Small Business Administration (SBA)	59.9	57.6		
9	▼	7 US Citizenship and Immigration Services (USCIS)	59.8	60.3		
Average			59.7	59.3		
10	▼	8 Medicaid	59.6	59.8		
11	—	11 Transportation Security Administration (TSA)	59.4*	56.3		
12	▲	13 Department of Education (ED)	53.4	53.9		
13	▼	12 Internal Revenue Service (IRS)	53.0	54.5		
14	—	14 Healthcare.gov	50.9	48.8		
15	—	15 USAJobs.gov	46.5	44.4		
Very poor (0-54)			Poor (55-64)	OK (65-74)	Good (75-84)	Excellent (85-100)
*Statistically significant difference						

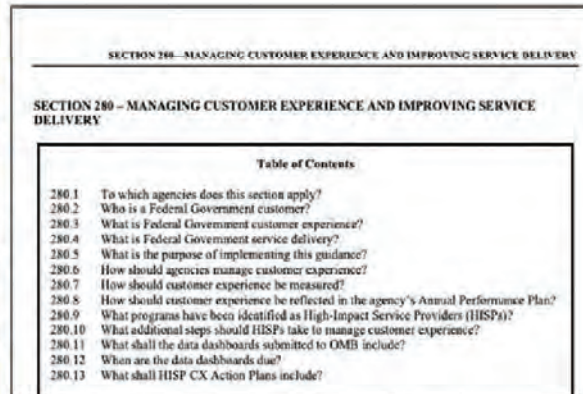
Recent policy and legislation changes have made customer experience a focal point



Reform Plan



President's Management Agenda



Office of Management and Budget Circular A-11 Section 280



21st Century Integrated Digital Experience Act (IDEA)

**Improving experiences
improves trust in
government**



Improving customer experience is worth the investment, driving critical outcomes for government agencies around the world



Increase trust



Achieve stated missions



Meet or exceed financial goals



Reduce risk



Deepen employee engagement

Across the globe ...

Satisfied customers are

9X

more likely to trust government

Satisfied customers are

9X

more likely to agree agencies achieve their mission

Dissatisfied customers are

2X

more likely to reach out for help 3+ times

Dissatisfied customers are

2X

more likely to publicly express dissatisfaction

Long-term org success is

50%

driven by its health, and is mutually reinforced by CX

SOURCE: McKinsey 2018 Public Sector Journey Benchmark Survey; Global results from Canada, U.S., Mexico, U.K., France and Germany

We're working towards a vision of a 21st century service delivery organization

Understand customer needs first.

Invite the public, agency staff, and other stakeholders to participate in journey mapping efforts to better understand the moment an individual or business interacts with government to accomplish a task and enable actual user needs to drive problem solving and co-creation, leading to better solution design.

Streamline the navigation of government.

Build on customer needs identified to create optimal experiences by taking a holistic view of the environment, actors, materials, and channels in an interaction.

Build digitally, iterate, and adapt continuously.

When it comes time to build, acquire, and implement, we must accept that perfection will never be achieved at the start. Agile development can create mechanisms to continually collect data on performance and real-time feedback from customers and employees. Forms can be accessed, completed, and submitted online and on a mobile device.

Create accountability and transparency.

Adopt a whole of government view of managing customer experiences and coordinate journeys across agencies and levels of government, providing accountability structures for experiences that cross organizational silos. Services create transparency and communicate with customers at each step of a process, customer-facing federal programs collect customer feedback consistent with OMB standards and publish that data through Performance.gov.



OMB Circular A-11 Section 280 institutionalizes CX practices and measurement

SECTION 280—MANAGING CUSTOMER EXPERIENCE AND IMPROVING SERVICE DELIVERY	
SECTION 280 – MANAGING CUSTOMER EXPERIENCE AND IMPROVING SERVICE DELIVERY	
Table of Contents	
280.1	To which agencies does this section apply?
280.2	Who is a Federal Government customer?
280.3	What is Federal Government customer experience?
280.4	What is Federal Government service delivery?
280.5	What is the purpose of implementing this guidance?
280.6	How should agencies manage customer experience?
280.7	How should customer experience be measured?
280.8	How should customer experience be reflected in the agency's Annual Performance Plan?
280.9	What programs have been identified as High-Impact Service Providers (HISPs)?
280.10	What additional steps should HISPs take to manage customer experience?
280.11	What shall the data dashboards submitted to OMB include?
280.12	When are the data dashboards due?
280.13	What shall HISP CX Action Plans include?

Office of Management and Budget
Circular A-11 Section 280



Conduct an **annual self-assessment** against CX maturity model



Collect **customer feedback across government-wide metrics** and report quarterly, through public-facing dashboards



Develop **action plans** in line with annual agency strategy and budget efforts to improve customer experience maturity and measures



We're starting with 25 of the nation's highest impact service providers (HISPs)

Department of Agriculture

U.S. Forest Service
Farm Service Agency
Natural Resources Conservation Service

Department of Commerce

U.S. Patent and Trademark Office (Trademarks)
U.S. Patent and Trademark Office (Patents)

Department of Education

Federal Student Aid

Department of Health & Human Services

Centers for Medicare and Medicaid Services (Health Insurance Marketplace)
Centers for Medicare & Medicaid Services (Medicare)

Department of Treasury

Internal Revenue Service

Department of Homeland Security

Transportation Security Administration
U.S. Customs and Border Protection
Citizenship and Immigration Services
Federal Emergency Management Authority

Department of Housing and Urban Development

Department of Interior

Office of the Special Trustee for American Indians
U.S. Fish and Wildlife Service

Department of Labor

Occupational Safety & Health Administration
Office of Worker Compensation Programs

Department of State

Bureau of Consular Affairs

Department of Veterans Affairs

Veterans Health Administration
Veterans Benefits Administration

Office of Personnel and Management

Federal Employment Services
Retirement Services

Social Security Administration

Small Business Administration

Field Operations

Interagency Initiative

Recreation.gov (U.S. Forest Service, National Park Service, U.S. Fish and Wildlife Service, Bureau of Land Management, Bureau of Reclamation, U.S. Army Corps of Engineers, National Archives)



Across high impact services, we identified a number of commonalities

themes

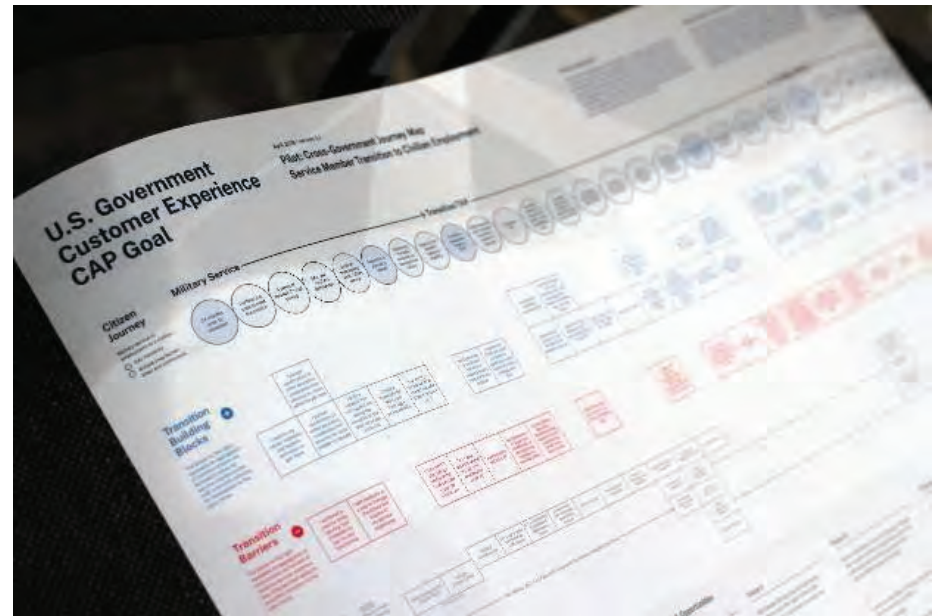
- Customers experience life events, not Federal agencies
- Moments of stress often require complex decisions
- People frequently navigate Federal services on behalf of someone else
- Sometimes the confusing part isn't the website

barriers

- CX is too often not a priority for staff at all levels, requires cross-silo coordination, and program ownership
- Program implementers don't have a deep understanding of their customer or their needs

Frustrated employees won't provide an exceptional experience for customers

Getting and asking for the right CX talent and services is hard



HISP Case Study: TSA



Transportation
Security
Administration

Agency Strategic Objective

6.2 Develop and Maintain a High Performing Workforce

6.2.3 *Improve personnel training, professional development, and education opportunities*

6.2.6 *Improve leadership communication with the workforce*

2019 CX capacity assessment + action plan

One of the lowest-scoring areas was "Organization & Culture" – and noted critical role of the front-line employees

Actions taken:

- Conducted customer feedback from sample of airports nationwide
- Focused on improving TSO communication and training for additional screening

2020 CX capacity assessment + action plan

- How can we connect CX to priorities our leaders are engaged on?
- How can we better make use of our administrative data (employee feedback, operational data, customer feedback) to mission objectives (trust in TSA, security incidences)?



HISP Case Study: TSA



Transportation
Security
Administration

what we're trying to connect and learn

Customers require clear communication from Transportation Security Officers (TSOs) regarding security checkpoint procedures. Many passengers are not seasoned **travelers and thus unsure of what to expect at the screening checkpoint.** Additionally, **screening procedures change regularly and vary from airport to airport.** Given this, **clear communication from TSOs is critical to ensure a positive customer experience.**

The TSOs are trying to get passengers through the screening process as quickly as possible while maintaining the highest level of security. **Importantly focused on security, constantly ensuring they themselves understand updated policies or guidance, and facing the same stressors as travelers (parking, construction, etc.), TSO's must also deliver on customer experience objectives.**

Twenty one percent of passengers surveyed stated that additional screening was not explained.

question

Do airports that have a more engaged workforce also have less customer complains?

data sets

Federal Employee Viewpoint Survey data: filtered for TSO job series, by airport, Employee Engagement Index (EEI) which is comprised of 15 items grouped into 3 sub factors: Leaders lead – focuses on opinions on senior leaders, Supervisor – statements on direct supervisors, Intrinsic Work Experience – feelings about employee's work/workplace

TSA Call Center complaint data: total count of calls labeled "complaints" for 2018, 2019

Airport Category data: TSA and the FAA classify US airports based on various factors such as throughput of passengers, number of takeoffs and landings, extent of passenger screening, and other security considerations.



discussion: administrative data

prompting questions

What are the best uses for administrative data currently available to PIOs?

What roles can PIOs play at the HQ level in facilitating the availability and use of administrative data to engage with agency leadership?

In what ways can PIOs work with agency components to leverage available data to become drivers of change?



connect

Performance.gov/cx

cx@(b) (6)



Appendix

Enterprise Management Study Survey Questions



Enterprise Management Study Survey



MAX Survey

Enterprise Management Study - Survey

This survey is designed to standardize the collection of agency-specific, descriptive information and characteristics related to decision-support management functions, their organization at the agency HQs level, and processes regarding their intra-agency coordination. Information collected will be used in support of the Enterprise Management Study. While one response per CFO-Act agency is requested, responding to the questions will require input and consultation from various officials, such as the Chief Operating Officer (COO), Performance Improvement Officer (PIO), Evaluation Officer (EO), Chief Data Officer (CDO), and Statistical Official (SO). Additionally, an agency point of contact should be identified for any follow-up questions and/or clarifications needed related to an agency response.

0%

This survey is currently not active. You will not be able to save your responses.

Organizational Demographics

* Select the agency for which you are reporting.

Choose one of the following answers

Please choose...




Enterprise Management Study Survey

* Please provide a point of contact (name and contact information, email, phone no.) responding to the survey who can clarify and/or answer any follow-up questions related to the agency's responses.

Please upload an organizational chart for your agency's HQ offices.

Note: if a current agency organizational chart is available online, leave blank and move forward to the next question and paste the URL in the text box, in lieu of uploading.

 Please upload at most one file

 Upload files

If a current agency org chart is available online, please paste the URL in the text box, in lieu of uploading the document in the prior question.

Enterprise Management Study Survey

Management and Decision-support Functions

* Please complete the table below for management functions and analytical disciplines that are centralized and performed at the agency HQs level.

Explanatory Notes for completing the table. HQs Office designations in Column B should be made based on the Office with the primary responsibility to perform that role for the agency. Such designations are often formally recognized and codified internally through agency policy memorandum or other documentation. If no single Office is organized or internally recognized with the authority to perform a particular function, and is instead dispersed throughout multiple HQs Offices, please enter 'Decentralized, Dispersed Across Multiple.'

Additionally, the existence of a management function at the HQs level does not necessarily require a separately designation official to oversee the function. For example, an agency that has a capability to provide economic analysis as part of the rule making process should identify the HQs Office in which the capability exists and/or is organized under, despite the fact an agency may not have a separately designated Chief Economic Officer.

	Column B. Which HQ Office is the function in?	Column C. At what level is the most senior person who spends 50% or more of their time on this function? (GS level; Career-SES; Political; If no one spends >50%, write 'None').	Column D. FTE Capacity (HQs Office from Column B).	Column E. Contract support or other capacity (\$) (HQs Office from Column B)	Column F. Optional Comments box.
Data Analytics/ Steward					
Customer Experience					
Economic Analysis					
Enterprise Risk Management / Risk Management					
Legal Counsel					
Performance Management					
Process Improvement					
Program Evaluation					
Program / Project Management					
Statistical Analysis					
Strategic Planning					

Enterprise Management Study Survey

* For each function and analytical discipline below, please identify the maturity level at the HQ level, using the following maturity scale. Mark your maturity selections by functions by entering an "X" in the text box. The following descriptions are provided for use when making your assessments.

- **Low/Initializing:** The function meets some basic reporting or compliance requirements, but does not provide significant support to decision-making or operations. The Department currently has no internal policy or process in place that governs this function and coordination or relationship in supporting inter-agency coordination. The organizational culture does not recognize the function's value or contributions to decision-making, and there is no personnel or organizational capability (i.e., office structure) to provide this function at the HQs level.
- **Developing/Limited:** The function provides some support for decision-making and operations, but primarily through a specific product or in response to legal or compliance requirements. There is a plan to do more, but no clear path or timeline. There exists limited, formal (i.e., memoranda or agency directives) or informal (i.e., undocumented but generally recognized and accepted internally) policy documents that governs the performance of this function throughout the agency in relationship to other agency HQs offices and Bureaus. While some process has been implemented, the lack of documentation or institutionalization within the agency may impact its repeatability. The culture is generally skeptical of the function's importance, or tends to marginalize its inputs relative to others – limiting capacity building efforts from both personnel and organizational structure perspectives.
- **High/Advanced:** The function supports agency decision-making and operations through reliable processes and demonstrates clear value. But capacity or other constraints limit the potential impact and opportunities remain to embrace best practices. The organization recognizes and prioritizes this function's analytical value to decision-making in support of advancing mission outcomes. One or more internal policies exist within the agency that provide formal documentation over the function's authorities, responsibilities, coordination, and relationships, etc., within the agency. Process is documented to guide Intra-Departmental interaction and relationships to other offices and Bureaus. Some capabilities exist, including teams or offices formally recognized, and limitedly embraced by the organization and culturally empowered within the organization as having responsibility for this function.
- **Optimizing:** The function is critical to the decision-making and operations of the agency and embraces best practices and innovative approaches. There is a plan for continued improvements and clear measures of success. Function or office has the appropriate mix of staff resources, experience, and training to effectively leverage the discipline to advance mission outcomes of the agency. Skillsets and contributions to data-driven decision-making are fully recognized and embraced by the workforce and leadership, with senior leadership emphasis empowering their effectiveness across the agency. The agency has institutionalized the function by codifying in internal operating manuals, regulations, or memorandum the roles, responsibilities, and authorities for these functions or offices. The agency has institutionalized the function, identifying standard operating procedures that direct their coordination and interaction intra-agency across Bureaus and Departmental HQs offices

	Low / Initializing	Developing / Limited	High / Advanced	Optimizing	Does not reside at HQ level
Customer Experience					
Data Steward/ Analytics					
Economic Analysis					
Enterprise Risk Management/ Risk Management					
Legal Counsel					
Performance Management					
Process Improvement					
Program Evaluation					
Program / Project Management					
Statistical Analysis					
Strategic Planning					

Enterprise Management Study Survey

*For each function below, please identify using an "X" the extent to which each of the functions is performed across the agency's Bureau or Component levels -- either through the designation of an official or office organized within the Bureau for that purpose. For functions identified as being performed in less than 25% of the agency's Bureaus or Components, please mark in the last column if your organization perceives it as a low, medium, or high priority for future capacity building efforts.

	Less than 25% of Bureaus	26-50% of Bureaus	51-75% of Bureaus	More than 75% of Bureaus	Priority for Investment if applicable (Low, Medium, High)	Comments (Optional)
Customer Experience						
Data Steward/ Analytics						
Economic Analysis						
Enterprise Risk Management/ Risk Management						
Legal Counsel						
Performance Management						
Process Improvement						
Program Evaluation						
Program / Project Management						
Project Management						
Statistical Analysis						
Strategic Planning						

Enterprise Management Study Survey

* For each function below, select any of the organizational planning documents that the function contributes to through internal management process(es) or routine(s).

	Agency Strategic Plan	Agency Learning Agenda	Annual Performance Plan / Report	Agency Priority Goal Action Plan	Annual CX Action Plan
Customer Experience					
Data Steward/ Analytics					
Economist					
Enterprise Risk Management/ Risk Management					
Legal Counsel					
Performance Management					
Process Improvement					
Program Evaluation					
Program / Project Management					
Project Management					
Statistical Analysis					
Strategic Planning					

Enterprise Management Study Survey

* How often does your agency use the following government-wide administrative datasets to advance mission outcomes within your organization?

Use a scale from 0-4 to identify the frequency by which your agency uses the following datasets in support of organizational decision-making.

(0 = not at all; 1 = infrequently; 2 = with moderate frequency; 3 = often)

Customer Satisfaction Survey

FEVS

Fedscope

GAO Managers Survey

Other (please identify dataset / score in box to the right).

Appendix

*Enterprise Management Study Overview Brief from
June, 2020 PIO Council meeting*



USAID'S ORG CHART (PROPOSED FUTURE STATE)

```

graph TD
    Admin[Administrator  
Deputy Administrator  
Chief of Staff] --> AsstAdmin[Assistant Administrator for Policy and Operations]
    Admin --> CMOC[Chief of Mission Office]
    Admin --> CIO[Chief Information Officer]
    AsstAdmin --> BPP[Bureau for Policy, Partnerships, and Performance]
    AsstAdmin --> BPO[Bureau for Programs and Outreach]
    CIO --> TechMgmt[Technology Management]
    CIO --> AcqProc[Acquisition/Procurement]
    CIO --> RIS[Reference/Information Systems (RIS)]
    RIS --> AssetCap[Asset Capital]
    RIS --> COP[Continuous Operational/Process Improvement]
    RIS --> ProcMgmt[Process Management]
  
```

The organizational chart for USAID's proposed future state is structured as follows:

- Administrator** (Deputy Administrator, Chief of Staff)
 - Assistant Administrator for Policy and Operations**
 - Bureau for Policy, Partnerships, and Performance**
 - Bureau for Programs and Outreach**
 - Chief of Mission Office**
 - Chief Information Officer**
 - Technology Management**
 - Acquisition/Procurement**
 - Reference/Information Systems (RIS)**
 - Asset Capital**
 - Continuous Operational/Process Improvement**
 - Process Management**



Enterprise Management Study

The Problem and Its Setting

- Agencies require a broad complement of enterprise-wide management and decision-support capabilities and functions to enable improved program outcomes and performance of the Federal Government.
- Over time, legislation and OMB policies have established Chief “___” Officer positions with specific requirements designed to address challenges. To be effective, appropriate consideration must be given to how each position fits into the existing ecosystem of CXO and decision-supporting management positions and organization structures. The growth and layering of these positions in recent years has led us to two overarching questions.
 1. Is the legislation and OMB policy/regulations that have established these positions and detailed requirements clearly designed to enable agencies to advance mission effectiveness and efficiency objectives? Are there other objectives?
 2. In implementing the proliferation of these positions within agency headquarters, what has been the impact on agency bureaus, central management agencies (e.g., more challenging to coordinate across silos)?

Official / Role	
1)	Chief Acquisition Officer
2)	Chief Data Officer
3)	Chief Environmental Review and Permitting Officer
4)	Evaluation Officer
5)	Chief Financial Officer
6)	Chief FOIA Officer
7)	Chief Human Capital Officer
8)	Chief Information Officer
9)	Chief Information Security Officer
10)	Chief Operating Officer
11)	Chief Privacy Officer
12)	Chief Risk Officer
13)	Chief Sustainability Officer
14)	Chief Technology Officer
15)	Continuity Coordinator
16)	Performance Improvement Officer
17)	Program Management Improvement Officer
18)	Senior Agency Official for Privacy
19)	Senior Agency Transition Representative
	a) Agency Transition Representative
	b) Agency Transition Directors Council Member
20)	Senior Real Property Officer
21)	Statistical Official

Note on Study Scope. The primary focus of this study will be on examining the accretion of the various enterprise-wide management and decision-support functions of the organization, and not the core mission-support functions of FM, HC, Procurement, and IT.

Enterprise Management Study

The Problem and Its Setting

How portfolios are organized has received attention in the past. For example, the table below is an analysis compiled by the Partnership for Public Service in 2019 as part of an ASAM Roundtable that examined the functional composition of ASAM portfolios.



PARTNERSHIP FOR PUBLIC SERVICE

EFFECTIVE GOVERNMENT FOR THE AMERICAN PEOPLE

Guidelines:

- This portfolio is based on input from 23 members.
- Functions were grouped under major headers in accordance with the descriptions provided by each member.
- The percentage in the far right column represents the percentage of ASAMs and other leaders whose portfolios include the same or a similar function as described in the major header.

CATEGORIES	DOL	DOE	FCC	FTC	SBA	DHS	HHS	DOI	TREAS	DOT	USDA	DOC	HUD	DOJ	STATE	ED	VA	EPA	GSA	NASA	OA/EOP	OPM	EXIM	AGENCIES #	AGENCIES %
FACILITIES	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	22	96%
HUMAN RESOURCES	X		X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	20	87%
EMERGENCY	X	X	X			X		X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	19	83%
RECORDS MANAGEMENT			X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X		X	X	X	19	83%
FLEET		X	X	X	X	X	X	X	X	X		X	X	X	X	X	X		X	X	X		X	19	83%
INFORMATION TECHNOLOGY	X		X			X	X	X	X	X	X		X	X	X			X	X	X	X	X	X	17	74%
PROCUREMENT/ ACQUISITION	X	X	X			X		X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	19	83%
SECURITY	X		X		X	X	X	X		X		X	X	X	X	X		X	X	X	X		X	17	74%
HEADQUARTERS OPERATIONS/LOGISTICS		X	X	X		X	X	X	X			X	X	X	X		X	X	X	X		X	X	17	74%
BUDGET	X		X	X		X		X	X			X		X	X	X	X	X	X	X	X	X	X	17	74%
ENVIRONMENTAL MANAGEMENT		X				X	X	X	X	X	X	X		X	X	X		X		X			X	14	61%
AUDIT			X	X		X		X	X	X		X		X				X	X	X	X	X	X	14	61%
FINANCIAL MANAGEMENT			X	X		X		X	X	X		X	⊖	X	X			X	X		X	X	X	14	61%
HEALTH & SAFETY			X	X	X	X	X	X	X		X		X	X	X	X	X				X		X	15	65%
PERFORMANCE MANAGEMENT/PROGRAM EVALUATION	X		X	X		X		X	X			X		X	X		X	X	X		X	X	X	15	65%
EEO	X					X	X	X	X			X		X		X	X				X		X	11	48%
POLICY				X		X		X	X					X	X		X	X	X	X		X		11	48%
SHARED SERVICES						X	X	X	X				X	X	X	X			X	X			X	11	48%
SMALL BUSINESS UTILIZATION						X		X	X		X	X		X							X			7	30%
LEGAL										X	X			X							X	X	X	6	26%
MISCELLANEOUS					X									X										2	9%
PROGRAMS	X									X		X				X				X				4	17%

Updated November 2019

⊖ - 50% of time spent on financial management (even though not CFO)

Source: Partnership for Public Service, ASAM Roundtable: 2019 Portfolio Matrix. Internal use only, not for further distribution.

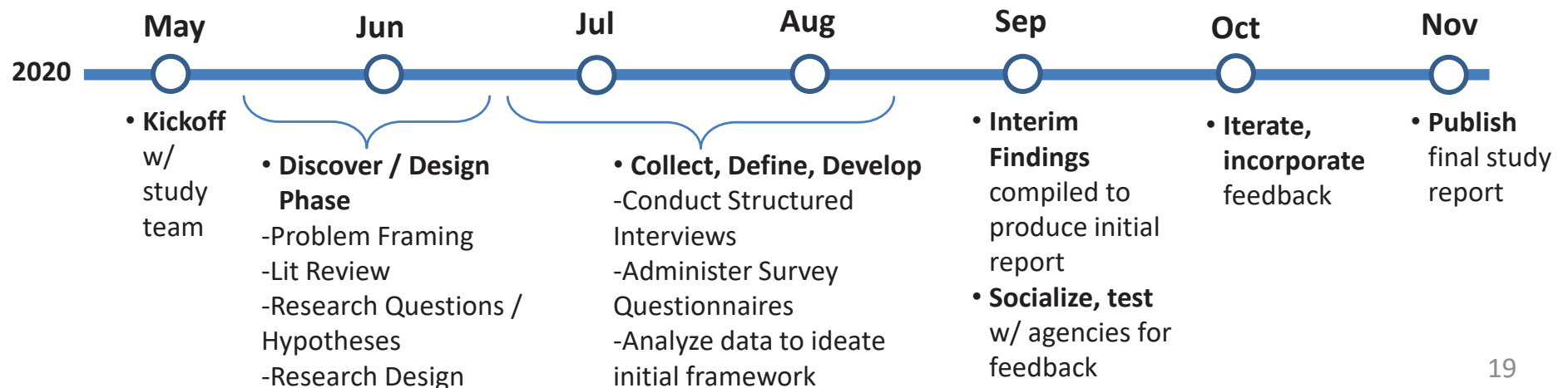
Enterprise Management Study

Purpose.

The purpose of this study is three-fold:

- Descriptive analysis that charts the current organizational management landscape of Federal agencies;
- Identify requirements, practices, and organizational structures that have evidence they drive improvement of mission and enabling decision-support functions and those that do not; and
- Develop a framework for OMB/agency use for informing Executive and/or Legislative initiatives that seek to improve the effectiveness of these positions and their requirements.

Timeline.



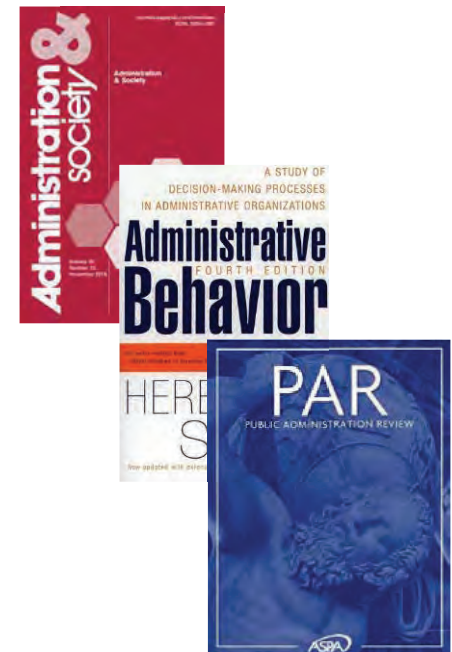
Enterprise Management Study

Literature Review – *Initial Findings*



PARTNERSHIP FOR PUBLIC SERVICE
EFFECTIVE GOVERNMENT FOR THE AMERICAN PEOPLE

- Commonly accepted principles in the literature of administrative and organizational theory which at their core hold relevance today for addressing questions of organizational and administrative behavior (Frederickson, 1986; Simon, 1997).
 1. Organizational efficiency and effectiveness is increased by a specialization of tasks and functions.
 2. Organizational efficiency and effectiveness is increased by arranging the offices specializing in tasks/functions in a determinate hierarchy of authority.
 3. Organizational efficiency and effectiveness is increased by limiting the span of control in the hierarchy to a small number.
 4. Organizational efficiency and effectiveness is increased by organizing work(ers) – for purposes of control – according to: (a) purpose, (b) process, (c) clientele (i.e., customer), and area (i.e., location).
 5. Structure impacts strategy; that is, there is a major effect from structure to strategy in that once a structure is in place it will influence the organization's decision processes and strategy (Frederickson, 1986).
- Gulick (1936) published his *Notes on the Theory of Organization*, which for the first time prescribed an organizational model and pattern for the primary management functions and capabilities of public agencies known as POSDCORB: Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting.
- Basic tenets and functions still found in modern representations in the organization of many public agencies, and continues to be suggested as durable framework for organizing (Agranoff, 2007; Chalekian, 2016; Graham and Hays, 1993).
- Public administrators indicated that the traditional activities summarized by POSDCORB “fully explain the purpose and processes of their work” (Fairholm, 2004, p. 586).



Qualitative Research Methodology employing mixed methods

- Structured Interviews (informed by initial Literature Review)
- Synthesize interview data
- Identify themes, insights and root causes
- Design Survey Instrument
- Pilot test survey instrument
- Administer survey
- Analyze Data
- Compile Findings

Two-Phased Analysis:



- ***Appreciative inquiry through structured interviews*** generates unstructured, qualitative data on experiences, insights of the management of agencies/organizations.
- ***Qualitative data synthesis*** identifies shared themes, and enables deeper insights about root causes.
- ***Larger N Surveys*** to agencies can gather descriptive and quantitative data, and inventory current structures, practices and processes.
- ***Survey results*** validate qualitative findings, and identify broader patterns and trends.

Research Design / Approach – Data Collection

Survey Instrument.

Purpose/Intent

- Administer survey questionnaire with standardized responses in order to chart descriptive analysis of the current management landscape of Federal agencies.
- Descriptive information to be collected would include major requirements/responsibilities, how are agencies organized, existing capacity, connection to mission achievement, level of maturity for various functions, etc.

Key Consideration – Balance burden of data collection with need for updated, valid and reliable data across all agencies.

- We have sought to collect elements of this descriptive information in the past, primarily through additional materials appended to the agency's strategic review submissions.
- However, much of that information is now outdated, while incomplete and uneven submissions from agencies hampers analytical efforts.
- OMB can provide agencies with information they have submitted in the past if helpful.

Research Design / Approach – Data Collection

Structured Interviews, w/ Open-ended Answers.

Approach

- Conduct series of structured interviews w/ open-ended answers (vs closed)
- Sample to be comprised of leading academics, executives of NGOs/non-profits of public-management related organizations, and agency officials (Council Officials, COO / DepSec level)
- Questions were provided beforehand to allow for standardization and preparation.

Sample of Appreciative Inquiry Questions

- Describe the ways in which your organization's management functions can support/ improve strategy formulation, planning, and decision-making? What elements impede effectiveness in those areas?
- To what extent do your Bureaus/Components HQ structures mirror the organizational structure at the Department? Does doing so improve intra-agency coordination with Bureau officials/staff?
- What factors (e.g., purpose, process, clientele, concentration, or area / location) would you consider most important in deciding how to organize management functions in the agency?
- What are the informal sources of influence/direction that lead you to organize/manage things in a certain way?
 - *How would you describe their basis of authority - are they required by statute, OMB guidance, or internal agency policy?*
- Are management functions more effective if concentrated or diffused within the agency?
- To what extent do clear lines of authority, control, and reporting exist across management functions (i.e., determinate hierarchy)?
 - *Does this help mitigate tension / friction between management functions and program delivery offices?*

Stakeholders

Federal Agencies

Government Leaders

International Governments

Academic Professionals

Private Industry Leaders

Management and Organizational Design Experts

Think Tanks and Trade Organizations



PIO Council Meeting
Tuesday, December 14, 2021
2-3 PM



Join ZoomGov Meeting

(b) (6)

Agenda

- Opening Remarks
- Performance Management and Timelines with the 2023 Budget
- PMA Vision and Priorities
 - o *Incorporating elements of the PMA into Agency Performance Management Routines*
- Performance Management and IJA Implementation
- OMB Updates
- Closing Remarks



PIO Council Meeting
Tuesday, February 8, 2022
2-3:00 PM



Join ZoomGov Meeting

(b) (6)

Agenda

Opening Remarks

OMB Updates

- *PMA Updates*
- *Performance Management w/ the 2023 Budget*
- *Preparing for Updated Performance.gov site release / Agency 'Landing Page' Designs*

Performance Management and IJA/BIL Implementation

-- *Discussion led by White House Infrastructure Task Force and OMB focusing on Program Performance Planning, Management, and Evaluation as it relates to the IJA*

Closing Remarks

PIO Council Meeting

January 26, 2021

2:00-3:30 PM

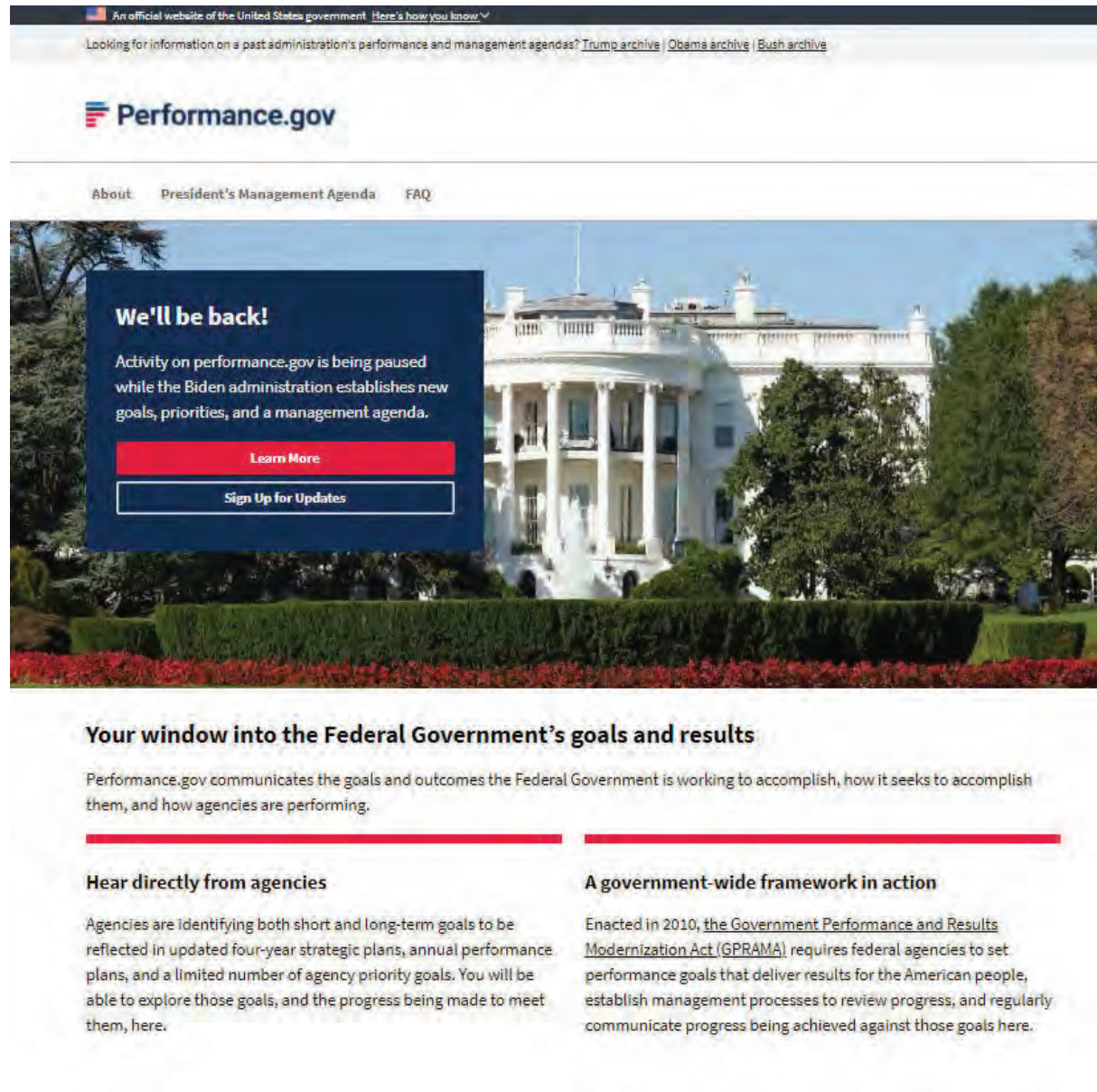
Join ZoomGov Meeting



Meeting Agenda

- **Welcome and Introductions** (*OMB*)
- **Performance.gov Updates** (*GSA*)
- **OMB Performance Framework Guidance** (*Open Discussion*)
- **PIO Preparations for Engaging with Biden Administration Leadership** (*Structured Discussion, by Agency*)
- **Closing Remarks** (*OMB*)

Recent Updates to Performance.gov



- *Trump Admin Pgov has been archived as of 1/20*
- *Interim site pauses activity*
- *Combined 3,800 followers*
- *45,000 site visits in Dec 2020*
- *Social campaigns will continue, including #GovLove*
- *Hiring Dashboard:*
<https://d2d.gsa.gov/report/hiring-assessment-and-selection-outcome-dashboard>

Submit your ideas!

Use [this link](#) to submit your ideas for the future of performance.gov.

If you'd like to discuss your experience with performance.gov, reach out to Ivan Metzger (ivan.metzger@gsa.gov) and Catie Miller (catie.miller@gsa.gov). Let's chat!



e Campaign

Our agency is kicking off a new campaign to celebrate federal, state and local government employees and their commitment to public service, and we'd love for you to join us! ♥

This is an opportunity to send a virtual note to express your appreciation to your communities.

The campaign will run from September



a s t artici ate

- Share your appreciation in a tweet and #GovLove Valentine!
- Use templates we will provide or create your own image.
- Once you complete the PPT template or image, save the slide as an image and share the image on Twitter and LinkedIn with the hashtag #GovLove.
- We encourage witty, punny Valentine's Day themes! Share one Valentine or many!

a e Ce e rate e cies

eeet Sending #GovLove to
@USDA for their
communications tool that
provides quick, targeted federal
communications to local
communities! 👤 Check it out!
♡ <https://go.usa.gov/xAXbB>



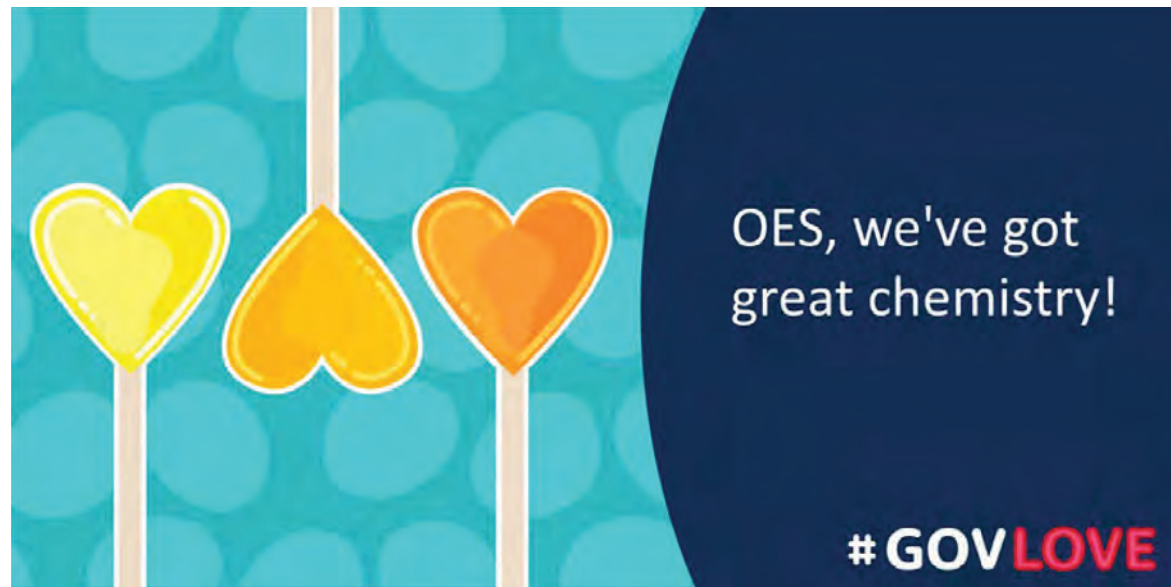
a e Ce e rate r ra s

meet: Sprinkling a dash of #GovLove ✨ to the White House Leadership Development Program (WHLDP)! ♥ WHLDP is a one-year placement program for senior Federal Government leaders interested in building enterprise leadership 🐾 Learn more here! pic.gov/whldp



and Celebrate our Partners

Meet: #DYK @OESatGSA
works across the Federal
Government to help agencies
build & use evidence?! Through
rapid & rigorous evaluation, OES
has completed 70+ randomized
evaluations w/ dozens of
agencies 🧪 Thank you, OES for
all that you do! ❤️ #GovLove
oes.gsa.gov





a e Ce e rate ti e art ers

The CIO Council is preparing a valentine for the the “**Fearless Leaders**” in their community who help them accomplish all they do.

The CIO Council will post their valentine and tag **multiple leaders**, data partners, and others.



et e

- Templates are available in the Appendix of this presentation.
- Reach out! Email Libby at Elizabeth.Watkins@gsa.gov or Catie at Catie.Miller@gsa.gov
- The campaign will run from February 1-14, 2021.

OMB Performance Framework Guidance

Key questions for open discussion:

- *What is the impact of not hearing from OMB soon?*
- *Recommendations for how we should forward on reinstating guidance?*

PIO Preparations for Engaging with Biden Administration Leadership

Key questions for structured discussion, by agency:

- *How are you engaging with the incoming leadership teams?
What has been most effective or what are you preparing for?*
- *How are you communicating the value of your PIO role and your performance management responsibilities to incoming leadership?*

Thank you!



Appendix

#GovLove Campaign Templates





Sample text goes here. Use a round San Serif Font or appropriate Agency branding.

This image is sized for Twitter.

GOV LOVE



Sample text goes here. Use a round San Serif Font or appropriate Agency branding.

This image is sized for Twitter.

GOV LOVE



Sample text goes here. Use a round San Serif Font or appropriate Agency branding.

This image is sized for Twitter.

GOV LOVE



Sample text goes here. Use a round San Serif Font or appropriate Agency branding.

This image is sized for Twitter.

#GOVLOVE



PIO Council Meeting
Tuesday, January 11, 2022
2-3:30 PM



Join ZoomGov Meeting

(b) (6)

Agenda

- Opening Remarks
- GAO 2020 Managers Survey: Results and Findings (GAO-22-[103910](#) / GAO-21-[536](#))
 - o Presentation by GAO
- Performance Management w/ the 2023 Budget
 - o Timing of Final Draft Submissions
 - o Process for Collecting Content Needed for Performance.gov site release
- OMB Updates
 - o PMA Updates / [PMA Government-wide Learning Agenda](#)
 - o Federal Pulse Survey: [Preliminary Insights From the Pilot](#)
 - o Congressional Reports Elimination List – Exercise for the 2023 Budget
 - o Performance Management and IJIA Implementation
- Closing Remarks

Join ZoomGov Meeting

(b) (6)

Agenda

Opening Remarks (OMB)

OMB Deputy Director for Management Remarks and PIO Introductions (OMB and Agencies)

Reflections to date: Agency / OMB Strategic Review Meetings (Open Discussion)

- Answering the question: What does success look like in four years?
- Making Connections on areas for Joint APGs
- Senior leadership engagement for driving future plans developments

OMB Updates - Circular A-11, PART 6 (2021 Summer Update)

- Summary overview of changes being finalized for this year's revision.

Closing Remarks (OMB)

Join ZoomGov Meeting

(b) (6)

Agenda

Opening Remarks (OMB)

2021 Agency / OMB Strategic Review Meetings (OMB)

Data Initiatives

- *Presentation and Overview of the Chief Data Officers Council (CDO Council Co-Chairs)*
- *Presentation by the Equitable Data Working Group (EDWG)*

OMB Updates (OMB)

- *Circular A-11, PART 6 (2021 Summer Update)*
- *Customer Satisfaction Survey 2021 Agency Snapshot Reports*
- *Legislative Updates*
- *Other Management Updates*

Closing Remarks (OMB)



PIO COUNCIL MEETING

June 8, 2021
2-3 PM

2021 Strategic Review

Agency/OMB Meetings – Open Discussion



Data Initiatives

- *Presentation and Overview of the Chief Data Officers Council*
- *Presentation by the Equitable Data Working Group*





OMB Updates

- Circular A-11, PART 6 (2021 Summer Update)

- Customer Satisfaction Survey 2021 Agency Snapshot Reports

- Legislative Updates
 - *Performance Enhancement Reform Act (H.R. 2617)*
 - *Congressional Budget Justification Transparency Act of 2021 (S. 272)*



Introducing a New PIC Logo





CLOSING REMARKS

PIO COUNCIL MEETING

March 9, 2021

2:00-3:30 PM



Opening Remarks / Introductions

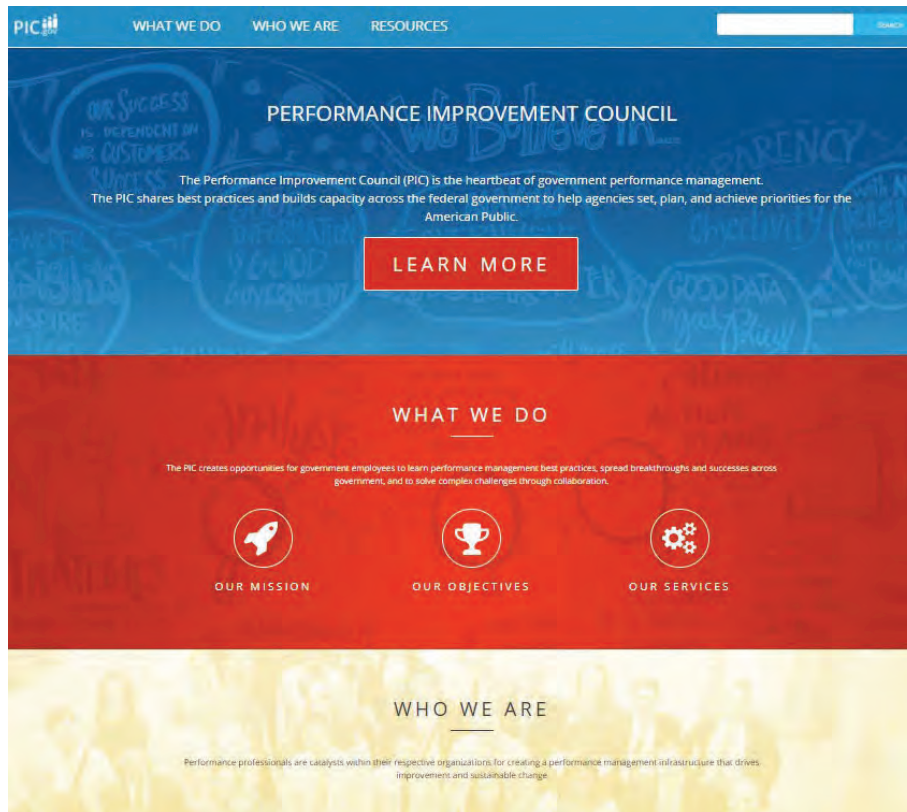
Pam Coleman, OMB Associate Director (PAD) for Performance and Personnel Management



OMB Updates

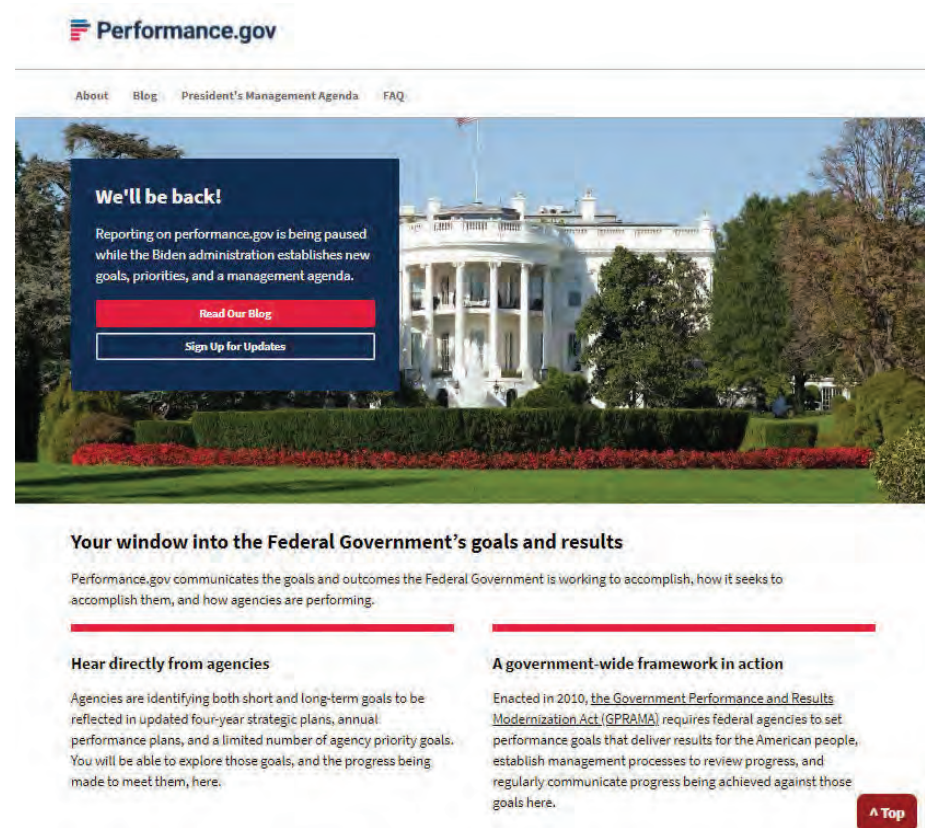
- **Performance Framework Guidance and Re-establishing Circ. A-11, Part 6**
- **New GAO Audit on the Implementation of the GPRA Modernization Act**
- **Other General Management Updates**
 - FY 2022 APP / FY 2020 APR
 - 2021 GAO High Risk List released
 - PMLoB collections for FY 2021 currently underway
 - OMB memorandum M-21-17, Revocation of Executive Order 13950, M-20-37, and M-20-34

Merging PIC.gov + Performance.gov



www.PIC.gov

~4,500 page views / month (2020)



www.Performance.gov

~50,000 page views / month (2020)

As Performance.gov continues to grow in capabilities and as a brand, we want to hear the PIC community's thoughts on merging content currently on PIC.gov with Performance.gov.

Discussion: Proposal to Merge PIC.gov + Performance.gov

Content to Merge:

- Who We Are: Includes PIC overview, including PIO roster and headshots
- Performance Resources & Guides: Includes Goal Playbook and Performance Principles and Practice Canvas (P3)
- PIC.gov/WHLDP: WH Leadership Development Program homepage

Benefits:

- Leverage higher site traffic and brand recognition of Performance.gov's online-presence (*i.e., Twitter, LinkedIn*)
- Increased exposure and elevate role of PIC work, content
- Common audience; one stop shop for all federal performance content connecting performance stories to resources
- Direct and digital tie to President's Management Agenda priorities
- Adding information on the PIOs and performance framework helps institutionalize the site

-- Open Discussion --

Help us build the future of performance.gov

We're launching a **working group** to develop and test ideas for improving performance.gov.

- A hub for experimentation, debate, and collaboration
- Meet monthly or bi-monthly to discuss and exchange promising ideas for improving performance
- As we test, validate, de-risk, and scale ideas, we will leverage this working group to share what we're learning along the way, solicit additional input, and discuss implications

Send us names and tell us the best time to schedule our kick-off

- Email working group nominees to ivan.metzger@gsa.gov, cc'ing their email addresses, **by March 16**
- We'll send out a Calendly (or use another scheduling tool) to collect nominees' availability and determine the right date and time to schedule the working group's kick-off meeting
- The agenda is forthcoming. In the meantime, feel free to reach out with any questions!

Enterprise Management Study

Overview of Key Findings



A Decision-Support Functional 'Ecosystem'

9

A clear distinction emerged for grouping the activities within Federal agencies for advancing the organizational performance of an organization in support of mission achievement. These activities can be grouped into two communities or ecosystems:

1. Common Administrative Support functions
2. Analytical and Decision Support functions

As such, decision-support functions at the enterprise organizational level should be discussed separate from traditional Mission-Support Activities.

Instances of conceptualizing such functional groupings within a public organizational context for descriptive purposes can similarly be found in the public administration literature, and perhaps best illustrated (see figure at right) by work from Newcomer and Brass (in press) in a forthcoming chapter in *The Handbook of Theories of Public Administration*.

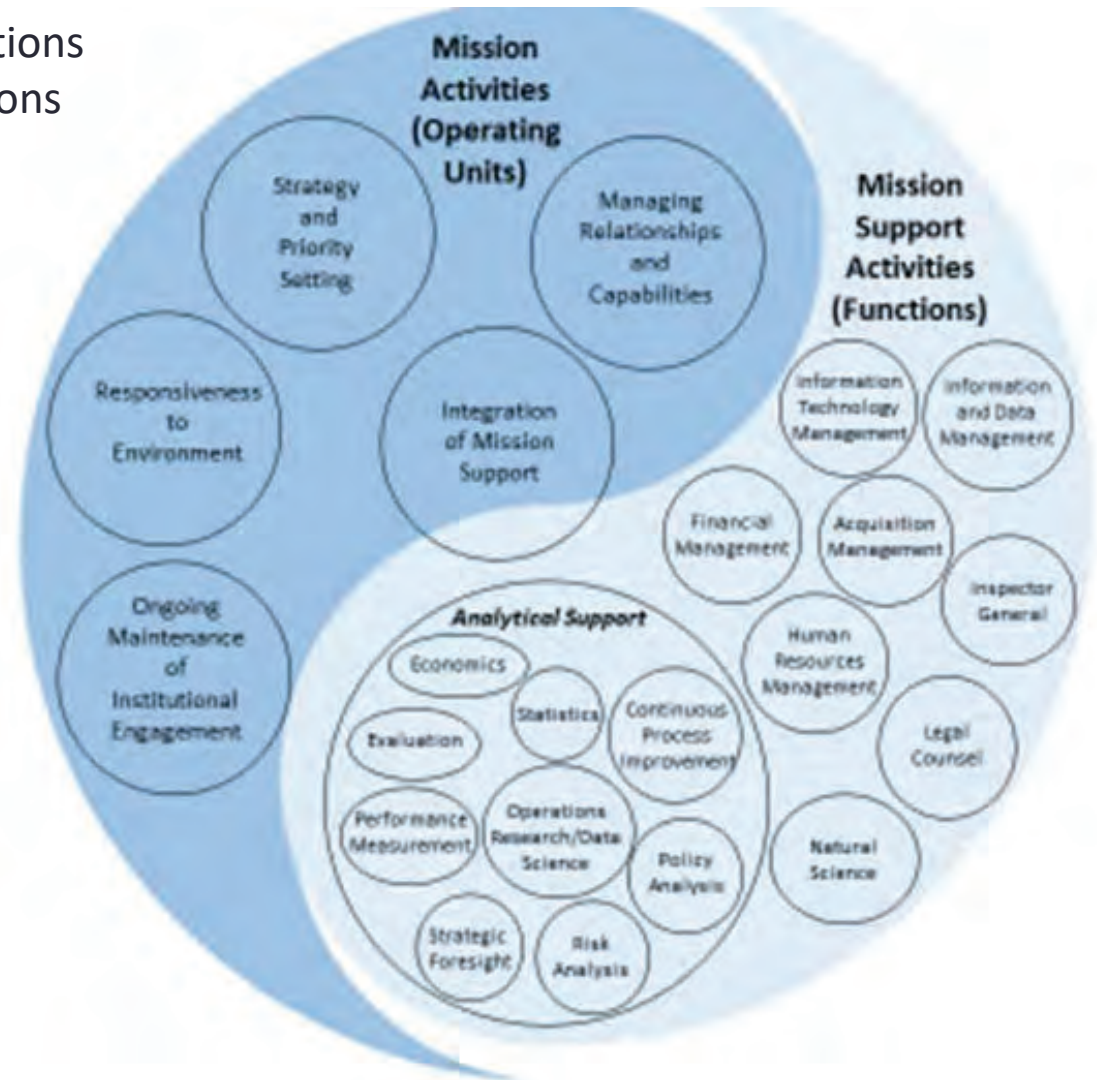
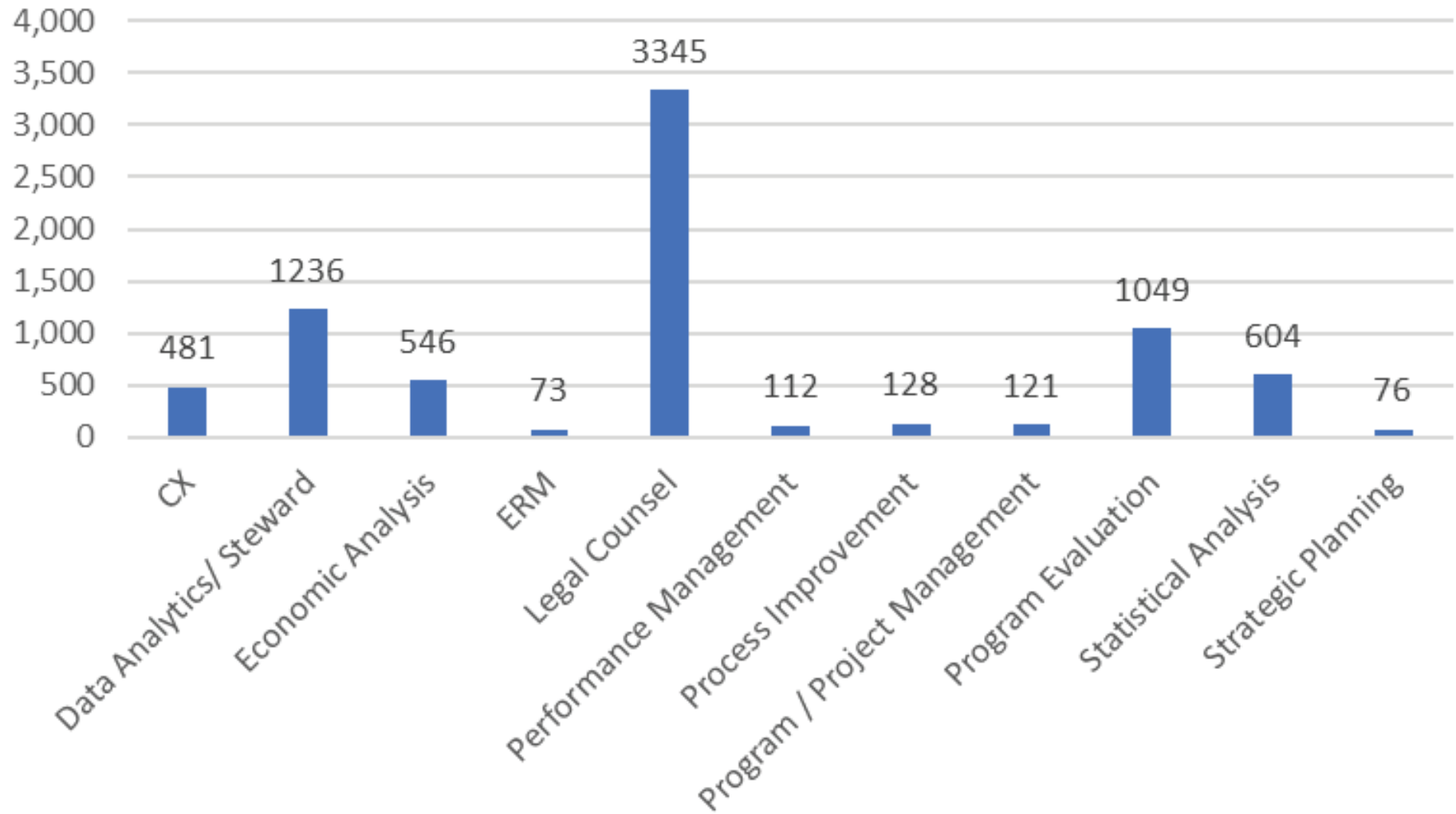


Figure: Ecosystem for Achievement of Agency Mission from Newcomer and Brass (in press)

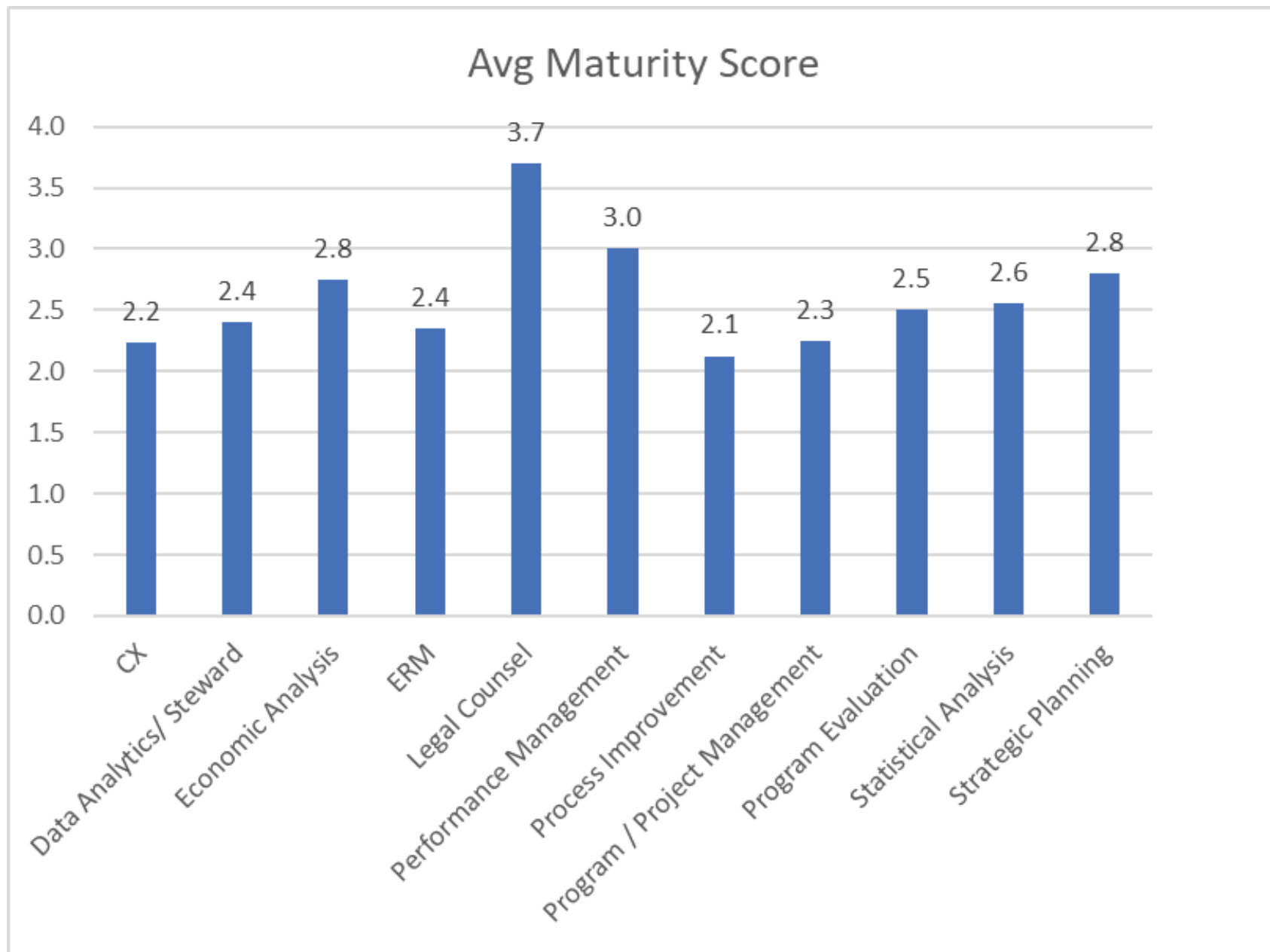
Decision-support Capacity (Govt-wide)

FTE Capacity



ote data are for agency s office in hich a function is organi ed

Decision-support Maturity (Govt-wide Avg)



Model for Understanding Dimensions of EM

- 3 x 2 model for understanding the dimensions of Enterprise Management.

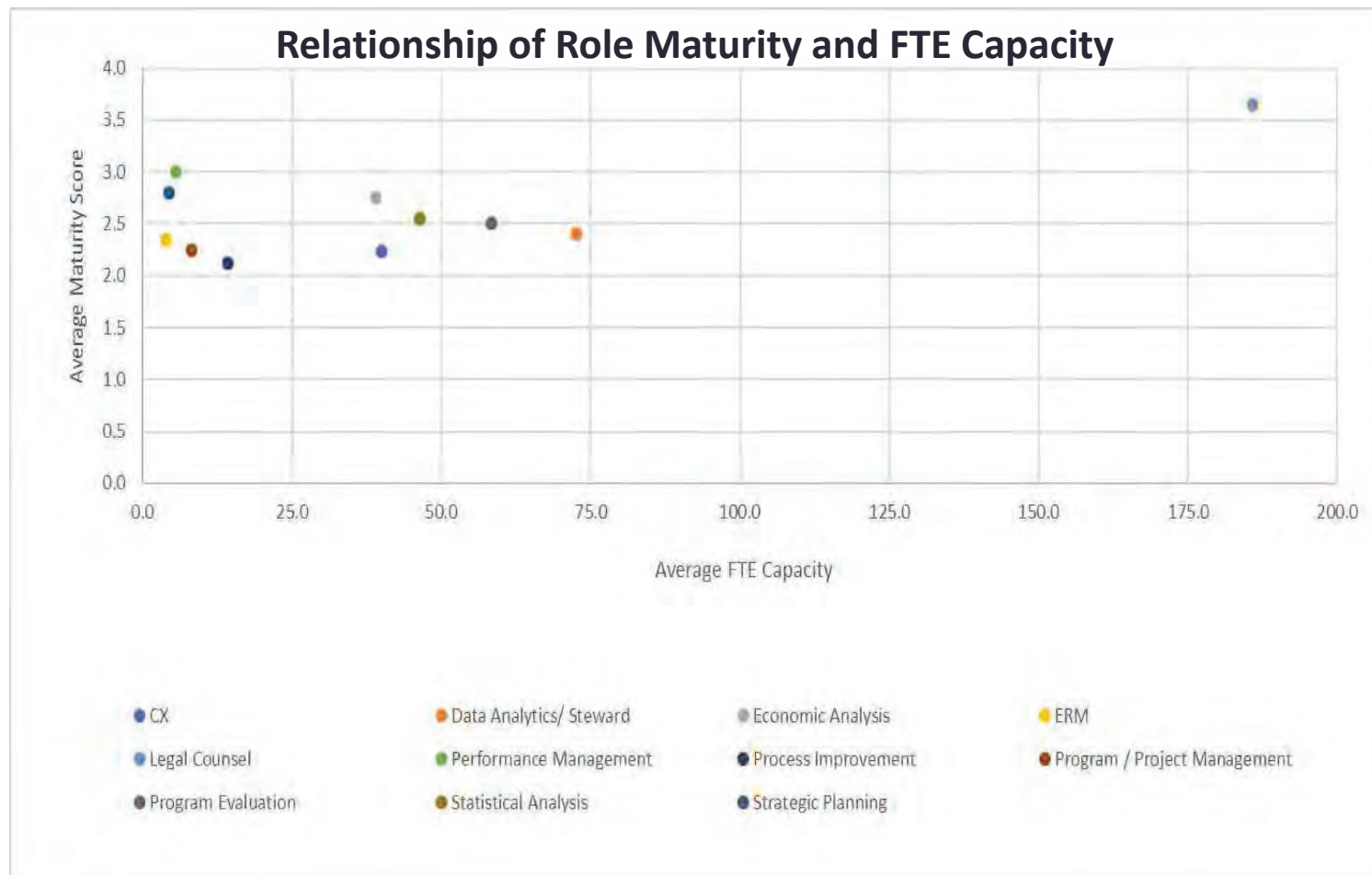
	<u>Institutional / Rule-based</u> – <i>behavior governed by formal or hierarchical authorities within the organization</i>	<u>Cultural / Relational</u> – <i>unofficial or unwritten rules and artifacts that generally influence behavior within the organization</i>
Leadership		
Policy / Process		
Capacity		

- *Physical Dimension (Tangible, real)*
- *The 'Science'*
- *1st order effects.*
- ***In the positive, where we tend to focus our efforts (guidance, legislation, budget)***

- *Cognitive Dimension (Human-Centric, relational)*
- *The 'Art' – 2nd order effects.*
- ***In the normative, where we likely should focus our efforts***

What Drives Capacity?

$$MaturityScore_i = \beta_0 + \beta_1(FTE\ Capacity_i) + \beta_2(RoleIntegration_i)$$



Finding(s)

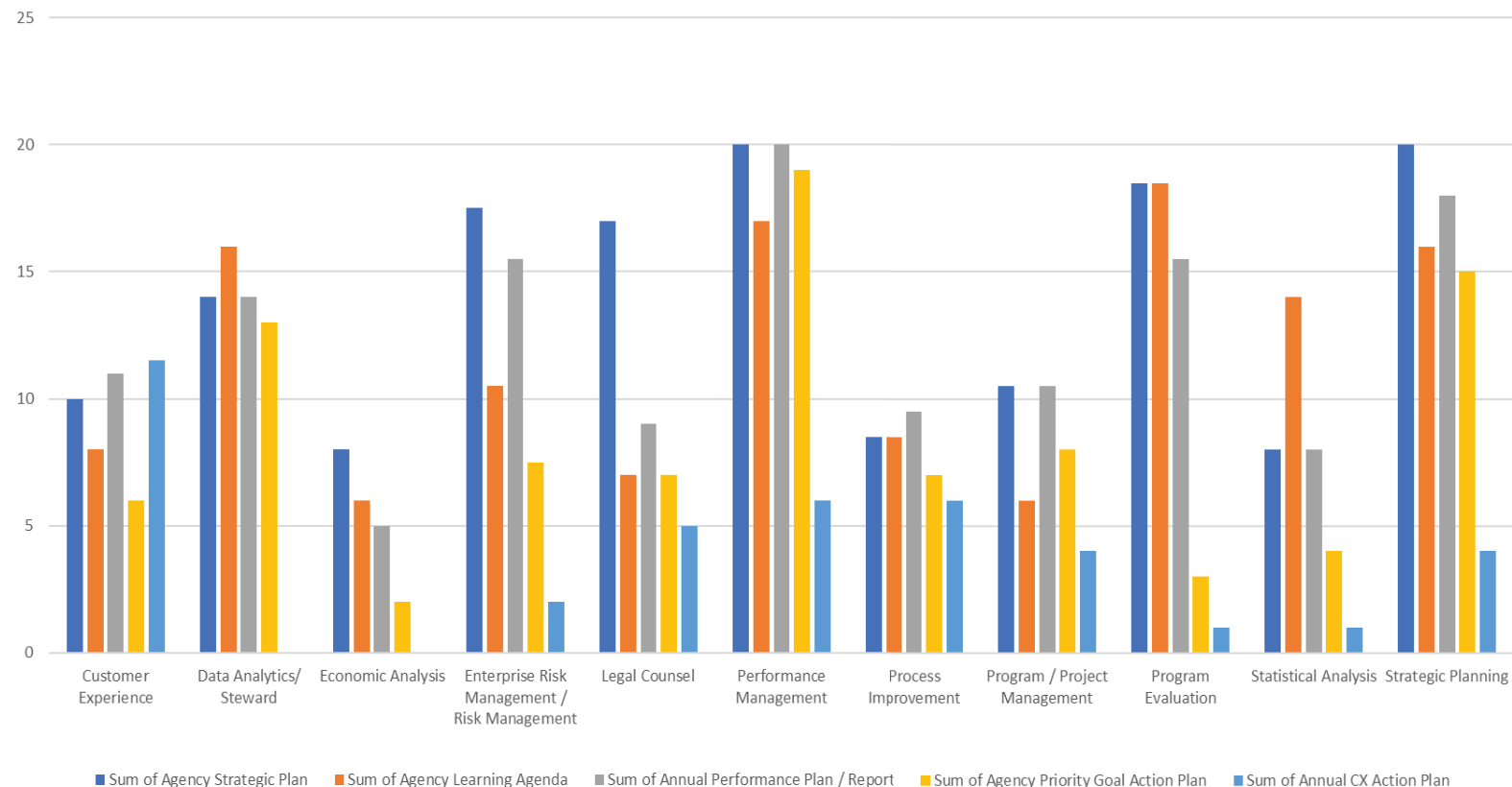
- Once initially established, relational and cultural attributes are likely more important areas of focus for developing role maturity over other formal organizational aspects.

Organizational Planning Documents and Role Maturity

Key Findings.

- Agency Strategic Plans are the most mature organizational planning document for integrating decision-support functions, incorporating more decision-support functions than other organizational planning documents.
- Decision-support functions of Strategic Planning and Performance Management are reported as having higher maturity scores yet low FTE capacity, relative to other functions.
- Its believed there is a tendency to conceptualize maturity as a function of the organizational document in which the role is most closely associated with contributing to its production. **That is, the more organizationally transparent and visible a function's contributions or outputs are, the greater its rated maturity.**

Instantiations of Decision-Support Functions as Inputs to Organizational Planning Documents



Study Findings...What's Next?

- **“Socialization tour” to share analyses, results, and findings**
 - Generate critical thinking on a complex management topic that spans several social science disciplines, from public administration and management, to organizational theory and behavior.
 - Provide insights and observations that may increase your understanding of the current management landscape while helping inform potential adjustments to agencies internal approaches and perspectives to Enterprise Management.
- Some upcoming touchpoints currently planned include March SPWG and OSSPI's Spring workshop on Enterprise Management (Apr. 23).
- No formal study paper will be publicly published.
- Findings and increased understanding of Enterprise Management instead used to inform how we communicate about the topic, and provide inputs as needed on related aspects of decision-support functions in presentations and other materials.
 - *E.g., PPM views and TA on related management legislation, Budget papers / AP Chapters, approaches to developing future guidance, etc.*



QUESTIONS

Appendix

Performance.gov Twitter Analytics



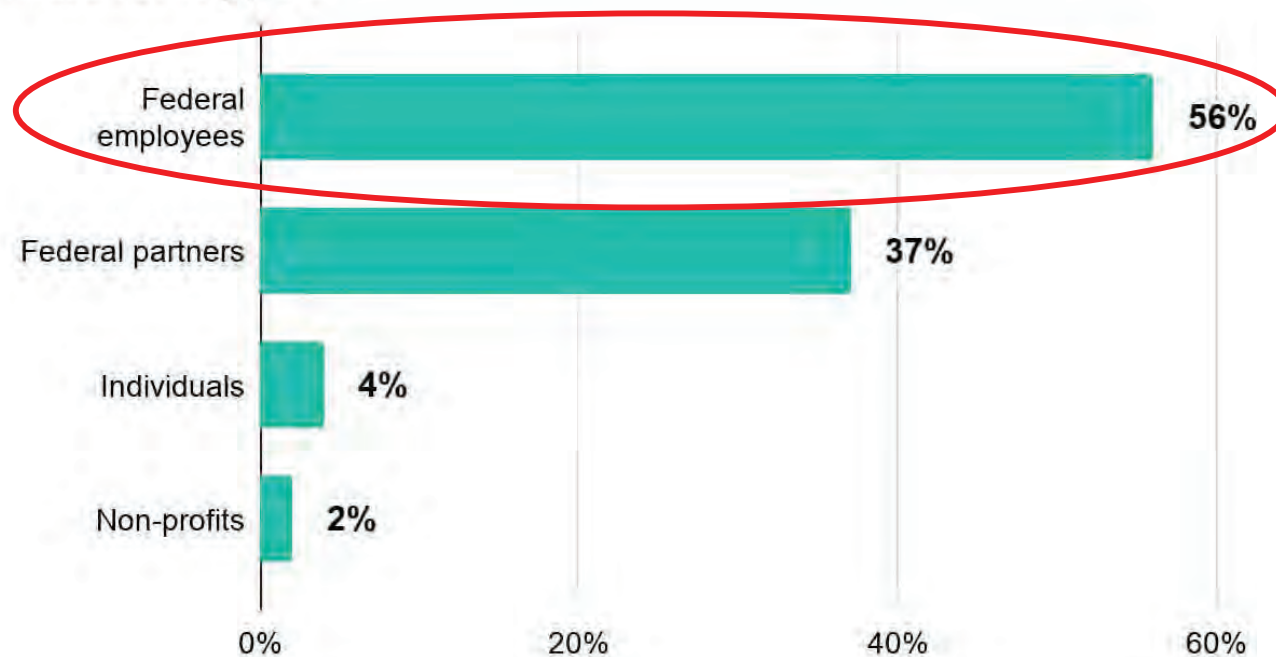
Partner Interaction Data

i e

- ❖ Of the posts sent out by our partners, our employees used the #GovLove hashtag the most.



Partner Types



* This total is in addition to the posts shared by Performance.gov

Performance.gov Twitter Analytics

#GovLove February 1-14, 2021

Partner Interaction Data

Twitter

- ❖ Of the tweets sent out by our partners, our general partners used the #GovLove hashtag the most.

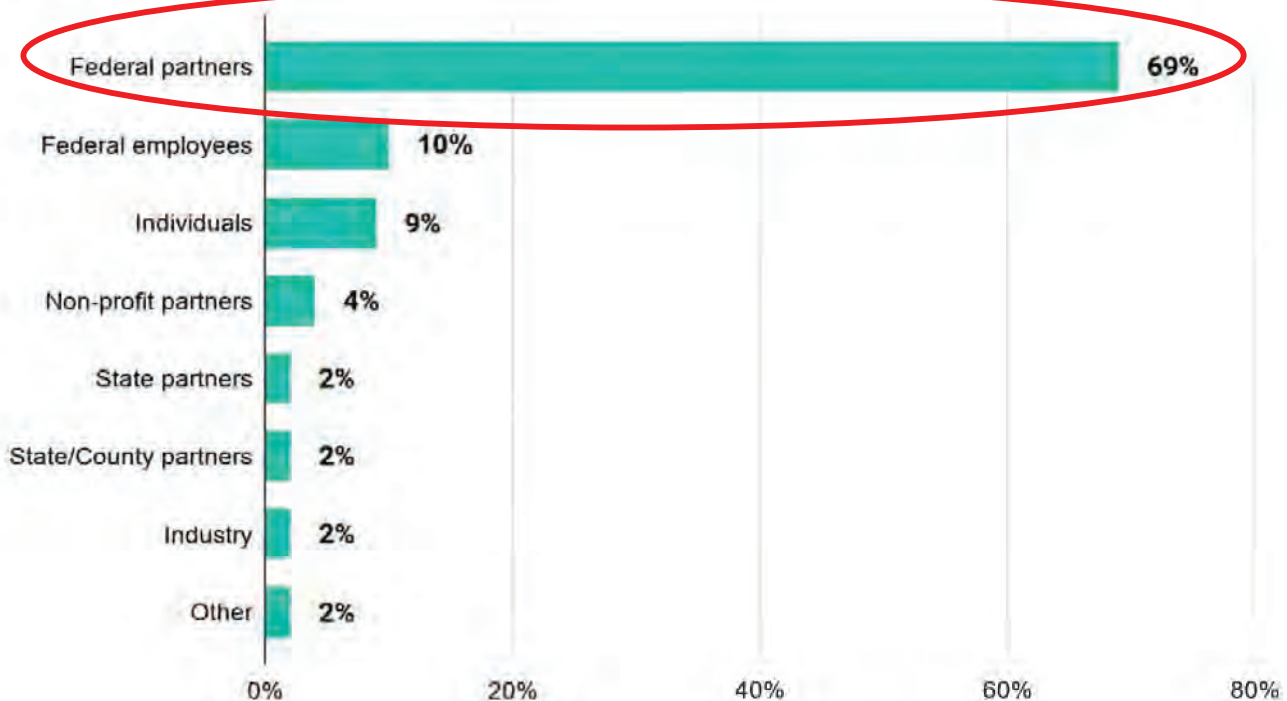
 Tweets **321***

 Re-Tweets **1,397**

 Likes **6,679**

 Replies **619**

Partner Types



* This total is in addition to the tweets shared by Performance.gov



PIO Council Meeting
Tuesday, March 8, 2022
2:00-3:00 PM



Join ZoomGov Meeting

(b) (6)

Agenda

Opening Remarks

OMB Updates

- Planning for 2023 budget and performance release: Any questions/discussion on the status of agency performance materials?

Discussion: Agency leadership engagement and Strategic Review planning

- How are agencies feeling about Deputy Secretary engagements on performance, including internal quarterly data-driven reviews? Have agencies had their data-driven reviews with their Deputy Secretaries/COOs yet? Any takeaways?
- Are there ways we might consider changing or improving OMB/Agency Strategic Reviews from years past? What are elements agencies want to focus on or keep?
- How might we continue supporting joint APGs and other cross-functional engagements and activities going forward?
- What can OMB and GSA council team do to better support agencies?

Closing Remarks

Join ZoomGov Meeting

(b) (6)



Agenda

Opening Remarks (OMB)

OMB Updates / Discussion (OMB)

- *Joint APGs*
- *Using Stakeholder Engagement in Strategic Planning*
- *Advancing Equity RFI: Methods and Leading Practices for Advancing Equity and Support for Underserved Communities Through Government*
- *Other Management Updates*

Preparing for the 2021 Agency / OMB Strategic Review Meetings (OMB)

- *Coordinating an Agenda and Meeting Attendees*
- *Meeting Calendar*
- *How/where to submit Agency materials to OMB*

Closing Remarks (OMB)



PIO Council Meeting
Tuesday, November 9, 2021
2-3 PM



Join ZoomGov Meeting

(b) (6)

Agenda

Opening Remarks

OMB Updates

- PMA Update
- OMB Memorandum M-21-27, Evidence-Based Policymaking: Learning Agendas and Annual Evaluation Plans
- Legislative Updates (Management-related)
- Increased Use of Performance Information in Decision-Making: GAO 2020 Managers Survey Results ([GAO-22-103910](#))
- OSSPI Fall Workshop Series

Performance Management with the 2023 Budget

- OMB Feedback on APG / Strategic Objective goal statements
- Preparing for revised Performance.gov site release, Feb. 2022 and beyond

Closing Remarks

PIO COUNCIL MEETING

November 9, 2021

2-3 PM



OMB M-21-27 Evidence-Based Policymaking: Learning Agendas and Annual Evaluation Plans

Briefing for PIO Council

November 9, 2021

Diana Epstein, OMB Evidence Team Lead



Briefing Overview

- Why did OMB issue this new guidance?
- What are the key takeaways in M-21-27?
- What does this mean for you?

Guidance Required by Presidential Memorandum

- Presidential Memorandum on Restoring Trust in Government Through Scientific Integrity and Evidence-Based Policymaking (January 27, 2021)
- Administration is committed to making evidence-based decisions guided by the best available science and data
- Section 5(b) required OMB to issue guidance to “improve agencies’ evidence-building plans [learning agendas] and annual evaluation plans”

Learning Agendas and Annual Evaluation Plans

- **Learning Agenda** (evidence-building plan):
Systematic plan for identifying and addressing priority questions related to the programs, policies, and regulations of an agency
 - Strategic plan to build evidence, both short- and long-term; mission questions and operational questions
- **Annual Evaluation Plan:** Describes the significant evaluations that an agency plans to undertake in the subsequent fiscal year

Opportunity to Integrate, Clarify, and Enhance

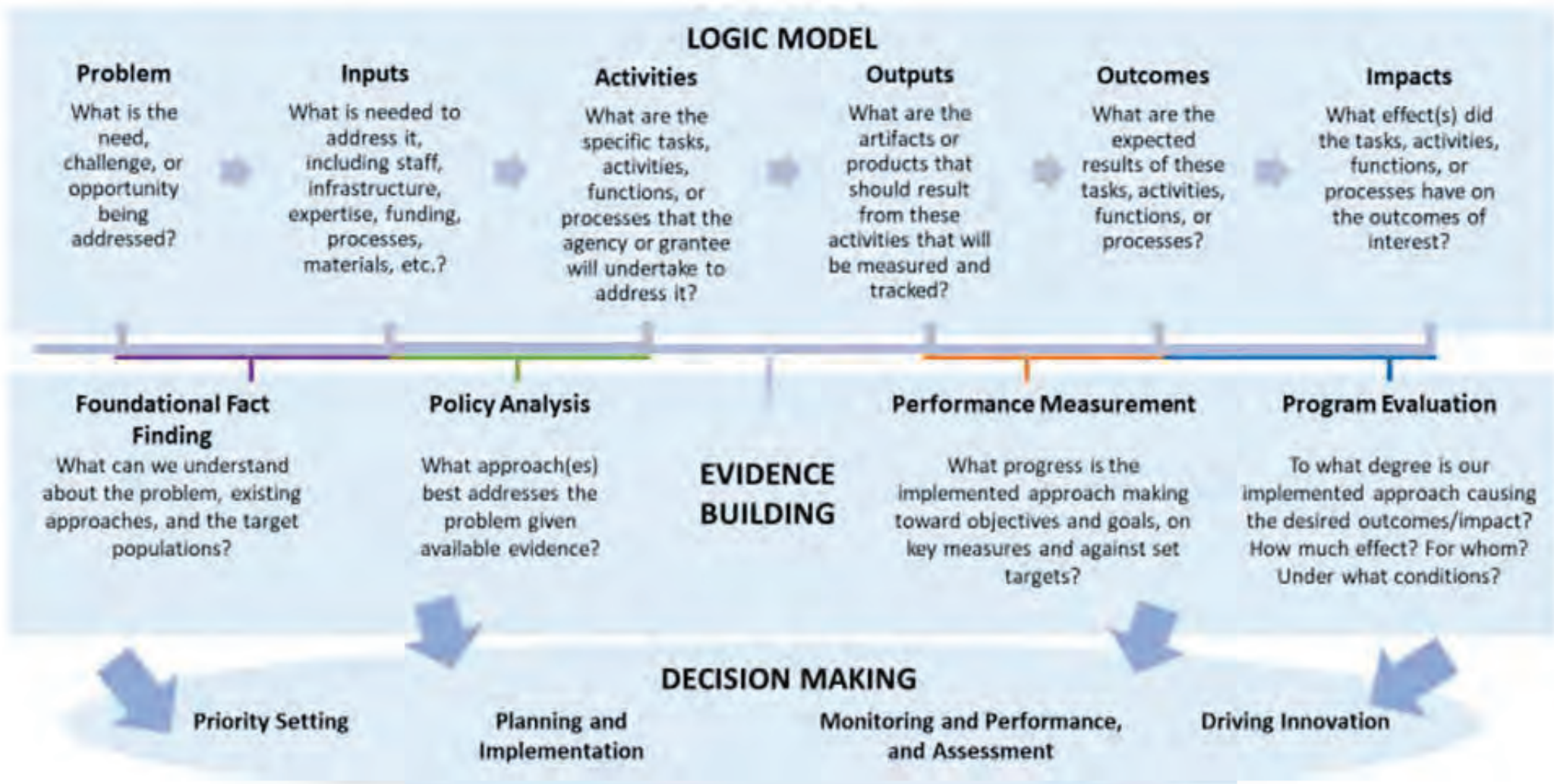
- [M-21-27](#) guidance serves a few purposes
 - Clarifies and fills gaps in prior Evidence Act guidance (i.e., M-19-23, M-20-12, and A-11 Section 290)
 - Further elevates the importance of program evaluation and Learning Agendas
 - Provides new details on topics such as stakeholder engagement and transparency
 - Addresses Administration priorities like equity and responding to the COVID-19 crisis
 - Unifies key elements of prior Evidence Act Title I guidance
- OMB expects all agencies and sub-components to adhere to guidance to the extent practicable

Key Takeaways

Importance of a Culture of Evidence

- Evidence Act implementation is not a compliance exercise, and deliverables are means to an end
 - Focus on the outcomes of these activities
- Critical that evidence activities become embedded in processes and procedures; goal is habitual and routine reliance on evidence
 - Program and service delivery, policies, regulations, operations, human capital, grantmaking, etc.
- Evidence should support learning and improvement
 - Failure is expected and acceptable

Use Evidence to Improve Agency Processes



Skilled Workforce is Essential

- Evaluation requires agencies to invest in skilled workforce with appropriate skills and expertise, including Evaluation Officer and staff
- Agency heads, Evaluation Officers, Statistical Officials, Chief Data Officers, PIOs, and other senior staff must lead on evidence building and evaluation
- New requirements for Evaluation Officer (EO) role
 - Senior career employee
 - Limit number of other roles the EO must fill
- Collaboration within and across agencies is necessary for success

Evaluation as a Critical Agency Function

- Program evaluation is a critical agency function
- Evaluation is complementary to – but distinct from – performance measurement, independent audits, and basic scientific research and development
- Use evaluation to learn and improve; acknowledge failure and recognize that valuable knowledge can result from negative or null results
- Plan for evaluation at the outset and include evaluators in early conversations about program design and/or changes
- Evaluation is a scientific activity and agencies' evaluation activities must uphold scientific integrity
- Standards of relevance and utility, rigor, independence and objectivity, transparency, and ethics (OMB M-20-12)

Your Role

What Should You Do With M-21-27?

- Agencies leaders and staff throughout agency should review and understand this guidance
- Opportunity to educate all staff on how evidence can and should be part of their jobs
- Guidance should inform work on Learning Agendas, Annual Evaluation Plans, and other evidence activities
- Guidance can accelerate good work already happening and serve to kick-start nascent efforts
- ***Build and strengthen connections between performance and evaluation!***

Contacts and Resources

depstein (b) (6)

evidence (b) (6)

OMB M-21-27: <https://www.whitehouse.gov/wp-content/uploads/2021/06/M-21-27.pdf>

<https://www.evaluation.gov>

(b) (6)

Increased Use of Performance Information in Decision-Making

Results of 2020 GAO Managers Survey (GAO-22-103910)





GAO's Use of Performance Information Index

11 questions that comprise GAO's use of performance information index

Use of performance information in specific decision-making activities (6 questions)

1. Developing program strategy

2. Allocating resources

3. Identifying program problems to be addressed

4. Taking corrective action to solve program problems

5. Adopting new program approaches or changing work processes

6. Identifying and sharing effective program approaches with others

Management use of performance information (3 questions)

7. My agency's top leadership demonstrates a strong commitment to using performance information to guide decision-making

8. Agency managers/supervisors at my level use performance information to share effective program approaches with others

9. Changes by management above my level to the program I am involved with are based on results - or outcome-oriented performance information

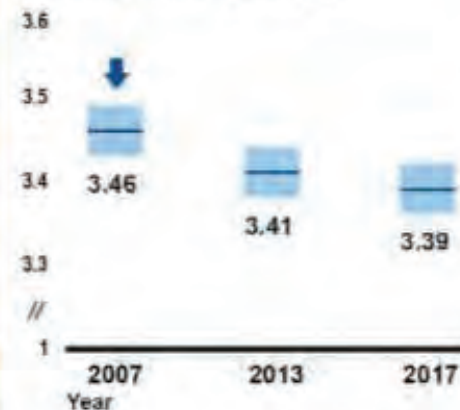
Individuals who paid attention to the agency's use of performance information (2 questions)

10. The individual I report to

11. Employees that report to me

Government-wide index results

Use index score (line) with 95 percent confidence interval (shading)





Government-wide Results

Federal Managers at a Majority of Agencies Reported Increases in the Use of Performance Information in 2020

Government-wide, our use of performance information index—which creates from 11 survey questions a single score that approximates the ***reported use of performance information in decision-making***—increased to ***3.64 out of 5, the highest result since we developed the index in 2007.***

Managers' Reported Use of Performance Information, as Measured by GAO's Index

Use index score (line) with 95 percent confidence interval (shading)

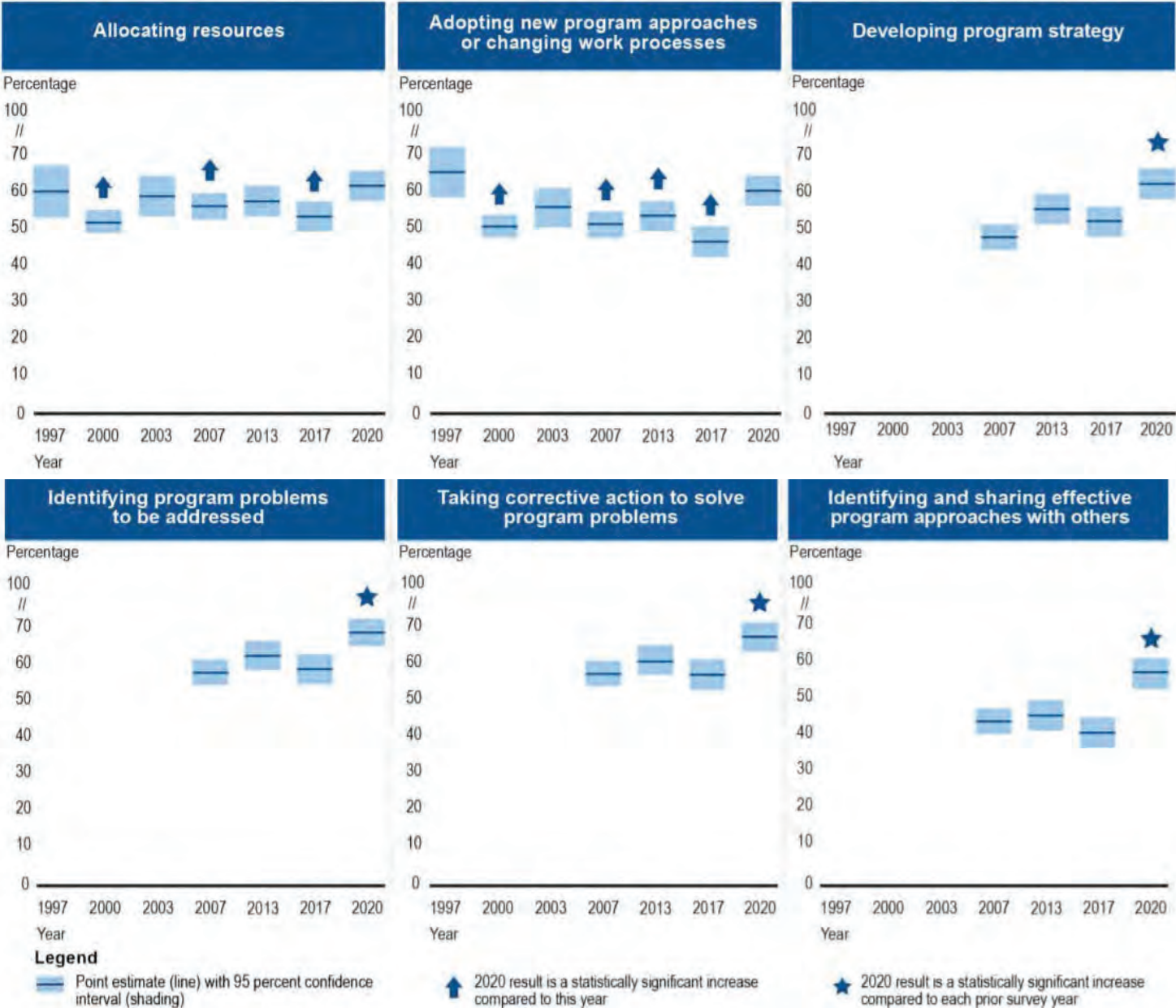


★ 2020 result is a statistically significant increase compared to each prior survey year



Use for Decision-Making in 6 Specific Activities

Estimates of Percentage Reporting to a "Great" or "Very Great" Extent, Presented with 95 Percent Confidence Intervals



Source: GAO analysis of survey results. | GAO-22-103910

Fall 2021 Workshops

Leadership the
Leadership
Shrupti Shah
November 19, 10:00am -
11:30am

Training with data
Ivan Metzger
December 3, 10:00am - 11:00am

Performance Leadership
Ian Jobe
December 10, 10:00am -
11:30am

Data Literacy
Trey Bradley and Neil Miller
December 17, 10:00am - 12:00pm

Performance Management, Strategic Planning w/ the 2023 Budget

Structured Discussion





Tagging Goals by Policy Theme / Category

- ☐ Administration of justice
- ☐ Agriculture
- ☐ Artificial intelligence/quantum information R&D
- ☐ Climate change
- ☐ Commerce & trade
- ☐ Cybersecurity
- ☐ Domestic health
- ☐ Economic development
- ☐ Economic security & policy
- ☐ Education
- ☐ Energy
- ☐ Environmental justice
- ☐ Equity
- ☐ General government & management
- ☐ General science, space, and technology
- ☐ Global health
- ☐ Housing
- ☐ Income security
- ☐ Internal affairs
- ☐ Medicare
- ☐ National security
- ☐ Tribal & Indigenous communities
- ☐ Natural resources & environment
- ☐ Pandemic response
- ☐ Social security
- ☐ Social services
- ☐ Transportation infrastructure
- ☐ Veterans benefits & services
- ☐ Workforce development & employment



CLOSING REMARKS



PIO Council Meeting
Tuesday, October 12, 2021
2-3 PM



Join ZoomGov Meeting

(b) (6)

Meeting Agenda

Opening Remarks by Pam Coleman and Dustin Brown (*OMB*)

Performance Management Submissions to OMB, including Agency Priority Goals

- *Presentation of key changes to the APG template (GSA)*
- *PI.C.gov migration to Performance.gov (GSA)*
- *Upcoming Milestones / Dates* (OMB)*

Future Planning for Annual Strategic Reviews

Open Forum for Community Discussion

Closing Remarks (*OMB*)

***For reference, from Circ. A-11 Section 200 Performance Timeline: Upcoming APG Milestones**

- January 14, 2022 – Final draft APG Goal statements submitted by Agencies to OMB for publication on Performance.gov.
- January 14, 2022 – Initial draft of APG action plans, minus the summary of progress for FY 2022, Quarter 1, submitted by Agencies to OMB.
- Tent. February 7, 2022 – APG Goal statements will be published to Performance.gov (concurrent with the FY 2023 Budget publication).
- February 18, 2022 – Initial draft of APG action plans will be submitted by agencies to OMB – describing how agencies will implement each APG, and their progress over the first quarter of FY 2022.
- March 18, 2022 – Final draft of APG action plans will be submitted by agencies to OMB.
- April 7, 2022 - APG Action plans for FY 2022 Q1 will be published on Performance.gov.

PIO Council Meeting

September 17, 2020

1:00-2:00 PM

(b) (6)



General Updates

Performance / Management



Recent Updates to Performance.gov

[News Post on Burden Reduction CAP Goal](#)

Performance.gov

News Management Priorities Agencies Data About

[Back to News](#)

The Liberation of Federal Employees from Low-Value Work is Underway

By Mike Rigas, Deputy Director for Management at the Office of Management and Budget and Emily Murphy, Administrator of the General Services Administration

September 9, 2020

TAGS: CAP goal PMA

[f](#) [t](#) [in](#) [e](#)

This blog post contains the following [Shifting from Low-Value to High-Value Work](#) [Cross-Agency Priority](#) / [CAP Goal](#) updates:

- Note from Mike Rigas, Deputy Director for Management at the Office of Management and Budget (OMB) and Emily Murphy, Administrator of the General Services Administration on "Significant Progress on Shifting from Low-Value to High-Value Work"

Related posts

AUGUST 06, 2020
[How the Small Business Administration is Improving Customer Experience During COVID-19](#)

AUGUST 03, 2020
[Integrating Consequences of the GPRA Modernization Act and Evidence Act to Improve Organizational Performance](#)

[Updated Performance.gov/CX](#)

Department of Veterans Affairs
Outpatient Services

Feedback data reported:
Q1 2020 Q2 2020 Q3 2020 Q4 2020

The Veterans Health Administration (VHA) is America's largest integrated health care system, serving 9 million enrolled Veterans. VHA aims to honor America's Veterans by providing exceptional health care that improves their health and well-being. VHA also emphasizes prevention and population health and contributes to the nation's well-being through education, research and service in National emergencies.

CX Plans and Progress

[2020 Action Plan](#) [2019 Action Plan](#)

CX Feedback Data [Download data](#)

CX Results for Q2 FY2020

Category	Value
satisfied	4.3
trust	4.2
effective	4.3
easy	4.3
efficient	4.2
transparent	4.3
employees	4.3

Post-visit email survey

Performance.gov @PerformanceGov · Sep 15

This [@BLMNational](#) [@BLMFire](#) firefighter 🧑‍🚒 shows off her fire-resistant clothing as she works to manage our Nation's wildland fires & protect the public [#FedFashionWeek](#)

#FEDFASHIONWEEK

- 1 A wildland firefighter wears a fashionable yellow fire-resistant shirt while working on the fireline.
- 2 Personal protective equipment keeps wildland firefighters safe on the fireline and includes a hard hat, leather gloves, ear protection, eye protection, and a personal gear bag.
- 3 This firefighter is wearing a fire shelter - an aluminized cloth tent that offers protection from a wildfire by reflecting radiant heat and providing a volume of breathable air.
- 4 The heart of a wildland firefighter - a passion for the outdoors and a commitment to protect our public lands.

1 15 30

- Combined 3,085 followers
- 60,000 site visits in August 2020

Third annual [#FedFashionWeek](#)

Management / Performance Updates

- **GSA's OSSPI Updates**
 - Introducing New Team Members
 - Fall Workshop Series
- **Legislative Updates**
 - [CFO Vision Act of 2020](#)
 - [Congressional Budget Justification Transparency Act of 2019](#)
- **Enterprise Management Study Update**
- **Upcoming Meetings / Events**
 - Sept. 24 – Incorporating COVID-19 into Performance Management Activities at agencies (*Optional Deputy PIO Meeting*)
 - Oct. 1 – Program Management Policy Council (PMPC) Meeting

Unnecessary Plans and Reports Listing (2021 Budget Year)

Elimination of Unnecessary
Agency Reports

Elimination of Unnecessary Agency Reports

Available at: www.performance.gov/elimination

Overview

Federal agencies must comply with thousands of statutorily-mandated reporting obligations each year. Too often, these requirements persist over time despite changes to the circumstances they were intended to address. Time, money, and energy is lost complying with outdated, redundant, and unnecessary requirements that could be better spent accomplishing high-value objectives. With enactment of the Government Performance and Results Act (GPRA) Modernization Act of 2010, Congress initiated an annual requirement that the Administration propose for elimination or modification congressionally-required plans and reports Federal agencies identify as outdated or duplicative.

List for the 2021 Budget Year

Although hundreds of reporting requirements have been proposed for elimination each year, Congress has rarely taken action, resulting in a list of reports proposed for elimination by the Executive Branch that is largely the same from one budget year to the next. Taking an opportunity to draw the attention of the Congress to a particular set of reports as the Administration works with them in a new targeted approach, the listing released as part of the 2021 Budget is comprised of a limited subset of plans and reports previously proposed for elimination or modification to the Congress.

With this year's listing, the Administration has issued a streamlined list that incorporates report-reductions previously proposed by the Executive Branch and that were endorsed earlier this year by the Senate Committee on Homeland Security and Government Affairs in Senate Bill [S.2769](#) (short title: "Congressional Reporting Burden Reduction Act"), along with a select few of other particularly outdated or unnecessary reporting requirements. Download the 2021 Budget list [here](#).

Agency APP/APR: COVID and Performance Management

Incorporating Impacts of COVID in the FY 2022 APP/ FY 2020 APR

- **FY 2020 Annual Performance Report (APR)**
 - Agencies should not go back and re-baseline the FY 2020 targets in your APP for reporting in the upcoming FY 2020 APR.
 - Agencies should report actuals against those FY 2020 targets and milestones as published in the agency's FY 2021 APP in Feb., 2020.
 - Where performance gaps between targets and actuals exist, use findings from internal management analyses (quarterly data-driven reviews and strategic reviews) of the operational and performance gaps to understand the impact from COVID to agency operations, and incorporate that analysis so it is reflected in the FY 2022 APP.
- **FY 2022 Annual Performance Plan (APP).**
 - The APP always covers two years (Budget year and current FY in which the plan is being submitted to the Congress), so the agency's FY 2021 APP contained targets for FY 2020 and FY 2021. However, impacts of COVID-19 to agency management and program operations were unknown at the time FY 2020 targets were established in the APP.
 - Use results of internal analysis to inform performance management efforts in revising FY 2021 set last year, and establishing FY 2022 targets to be reflected in the draft FY 2022 APP.
 - It is anticipated that FY 2022 APPs will reflect revised FY 2021 targets and milestones from what was first published in the FY 2021 APP based on COVID-19 and applicable supplemental funding received to address the pandemic.



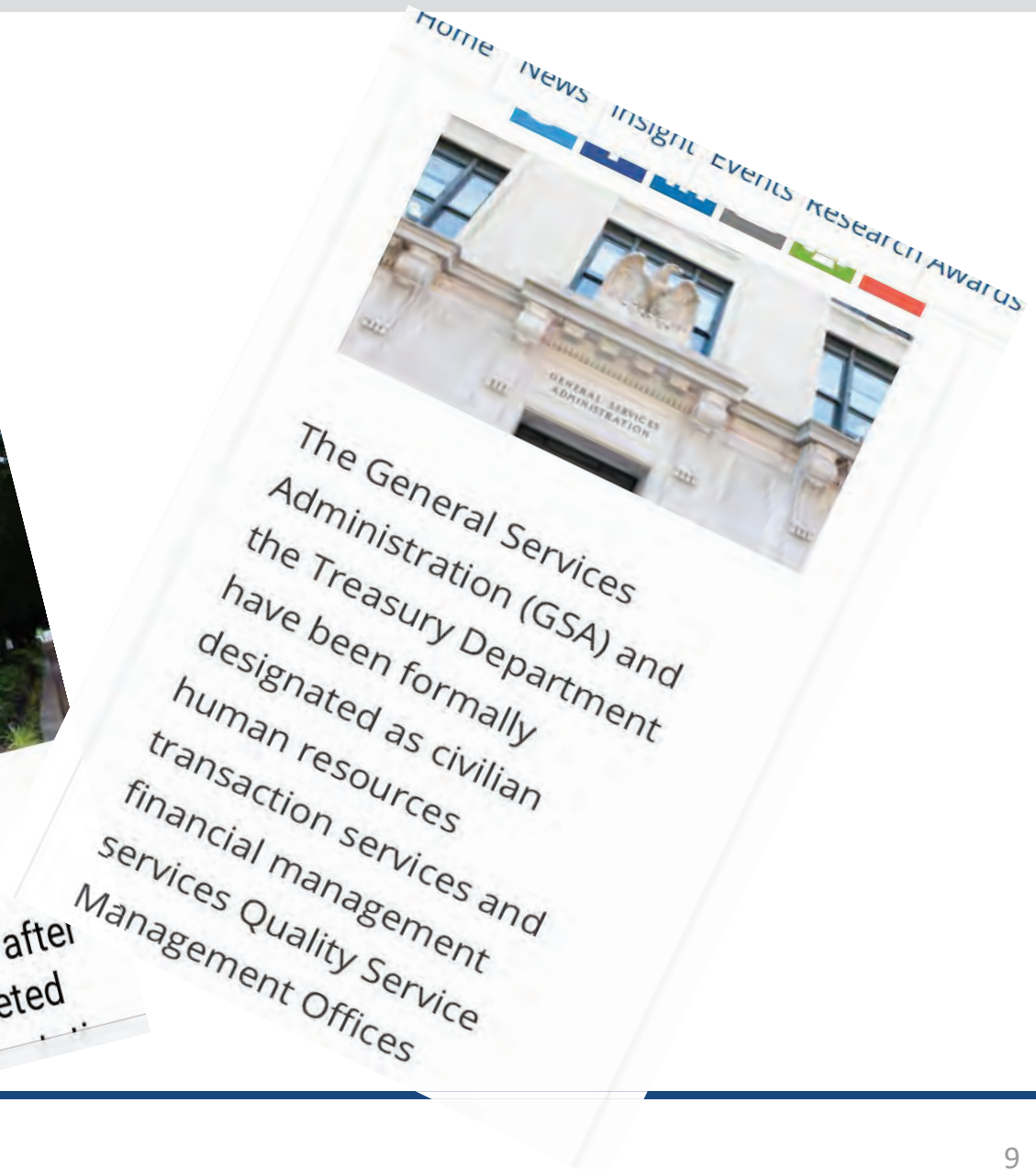
HR QSMO/NewPay

September 2020



Purpose and Goals

- Provide a current overview of the HR QSMO designation
- Provide NewPay program status
- Engage in group discussion



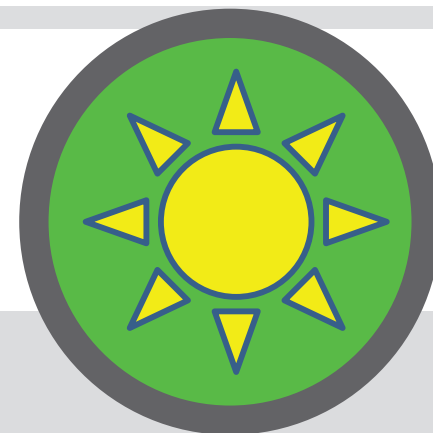
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Pressures

- Changing employee demographics & expectations
- Growing cybersecurity vulnerabilities
- Decreasing funds
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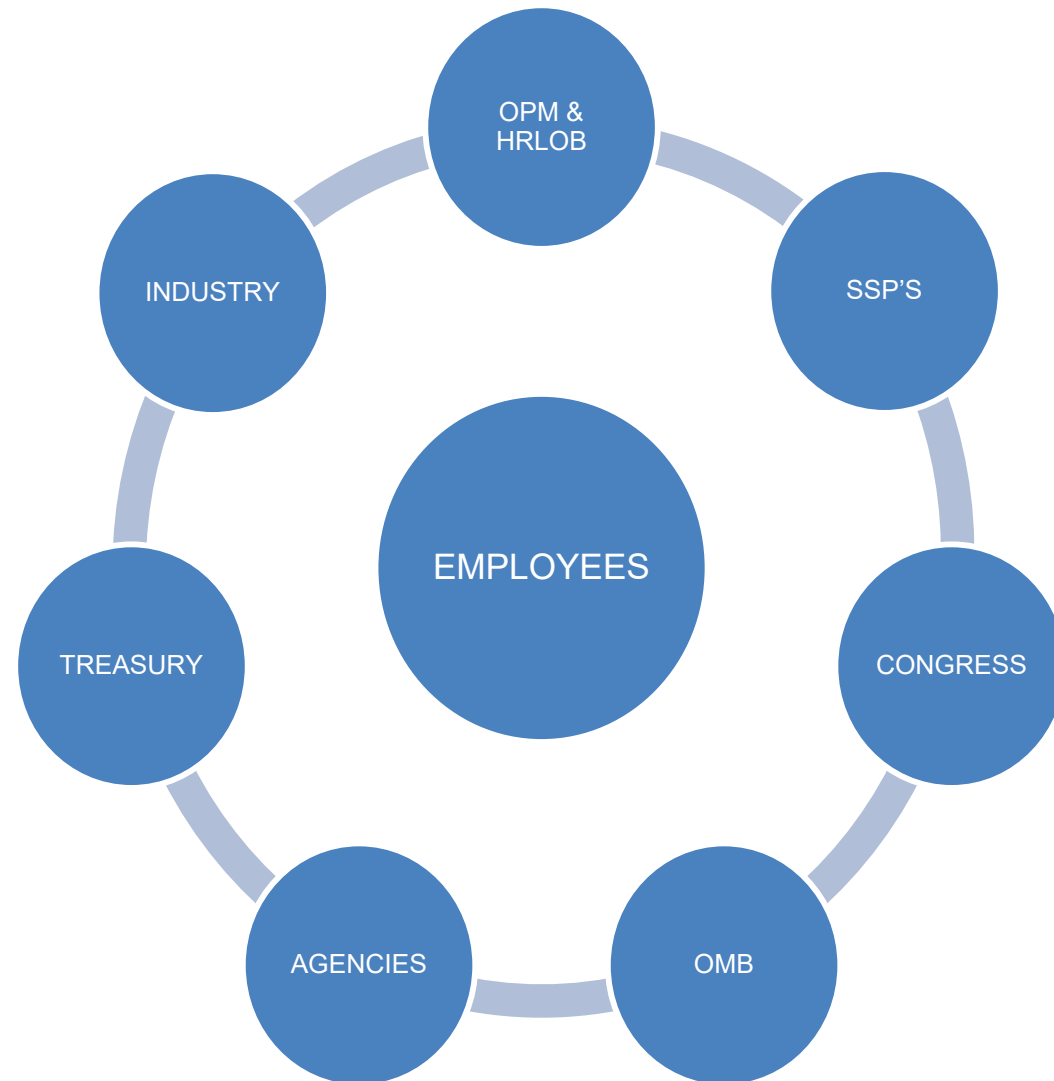
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- ✓ Frequent, regular meetings with current shared service providers (SSPs)
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- ✓ Routine engagement with HRLOB to support NewPay data standards
- ✓ Monthly meeting with OPM policy team
- ✓ Participation in federal/industry events
- ✓ Engagement with QSMO Community
- ✓ Payroll Community of Practice
- ✓ Briefings for OMB and Hill as needed

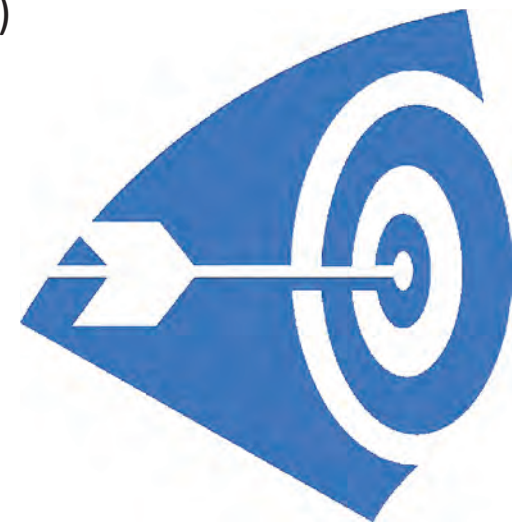




Operationalizing Data Standards

- Using data standards means that the data can be repurposed to solve emerging business problems/opportunities
- Using data standards means that the data is commonly understood, has common definition, and is interoperable
- We recognize the importance of data standards into the process of delivering a common experience for 2.2 million employees
- We recognize the importance of the interconnectivity with other human resources data, financial data, tax data, and other domain data
- We recognize that the path to an E2E modernization is through the use of data standards

- Target baseline – Configure 65 most common pay plans (~ 89% of fed exec branch employees)
- Phased testing/validation approach to address requirements of the 65 pay plans:
 - Minimal viable product (MVP) will reflect the phased configuration strategy
 - General schedule; (~ 68% of fed exec branch employees)
 - GSA/GSA customers;
 - SSP common pay plans;
 - SSP-specific pay plans;
- Disciplined approach to testing and development*
 - Incremental approach to testing
 - Technical milestone reviews (e.g. TRR, IATT, ORR)
 - Robust testing, including SSP data and ~2000 user acceptance stories to validate/test and deliver MVP
- Vendors solutions must be FedRAMP compliant to protect PII



* Receiving data from every SSP is critical to effectively testing all plans.



NewPay Workstreams and Current Activities

Support Strategic Objective

SSP ENGAGEMENT

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OUTREACH AND ADOPTION

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STRATEGY AND GOVERNANCE

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ra e r

Establish
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Coordinate
c st ra e r r
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DATA STANDARDS

Coordinate
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Coordinate
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ata sta ar s

Coordinate
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a es r s

Coordinate
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TECHNOLOGY DEVELOPMENT

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Opportunities for Agencies to Plan and Prepare

- ❑ Work with your SSPs now to determine transition timing, impacts to processes and systems, and FY21-FY24 budget estimates; if payroll/WSLM modernization plans are on the horizon, reach out to the NewPay QSMO
- ❑ Items for Agency Assessment Include (but not limited to)
 - What is most urgent business need - Payroll or Payroll and WSLM/Time and Attendance
 - What type of agency software is being used now to support either of these business capabilities
 - Do you have legacy technologies at your agency which support either of these business capabilities
 - What are your business processes supporting these capabilities today
 - How much time/notification must be given to your current SSP to indicate a move to NewPay
 - Which pay plans support your current workforce – are there any unique statutory/regulatory requirements associated with those pay plans
 - Agency IT modernization strategy – what is your timeframe and funding model to plan, prepare and migrate
- ❑ Participate in existing SSP customer forums to understand SSP-specific plans to migrate toward NewPay
- ❑ Reach out to the NewPay team if you want to learn more [--newpayteam@gsa.gov](mailto:newpayteam@gsa.gov) or amy.haseltine@gsa.gov

What We Have Learned

- 
- A blue starburst graphic with multiple points, containing a list of five items.
- 100% learning
 - Transparency
 - Partnership
 - D3
 - Resilience



- While technology may be part of the solution, it is only one part of the challenge
- Verification that benefits of modern technology are driven by policy, process and standards
- Range of interpretation of policy, process, and decision making authority
- Iterative technical development ensures continuous learning, identifies challenges early to ensure overall progress
- Importance of the 5 Cs – customers, clarity, communication, continuous learning/change, C-Suite
- Embrace, understand, plan to mitigate risk



THANK YOU!

2021 Timeline

Supporting Capacity Building in Strategic Planning



Support to Agency Strategic Planning

Strategic Planning Working Group: Conceptual Overview

- Comprised of agency strategic planning leads at the staff level, the intent of the working group will be to facilitate development of agency strategic plans, with a primary focus on capacity-building in this management discipline by providing a forum for best practice sharing in such areas as:
 - o strategic planning approaches;
 - o stakeholder mapping;
 - o strategic plan designs and structures;
 - o integration of related management initiatives and disciplines like program evaluation and evidence, strategic human capital planning and ERM; and
 - o incorporation of strategic planning concepts like environmental scanning and foresight.

Logistics

- Identify agency SP leads by Oct. 2 by emailing alipton@omb.eop.gov.
- Kickoff meeting** to be held Oct 21st, 9:30-11 AM, focused on policy overview and programming for year ahead.
- 2nd meeting** to be held Nov. 18th as joint SP/Evidence-leads workshop.
- Monthly meetings to convene every 3rd Wednesday of the month from 9:30-11 AM.

Year	Month	Topic	Year	Month	Topic
2020 (FY 21)	Oct. 21	Kickoff / OMB policy overview	2021 (FY 22)	Oct. 20	
	Nov. 18	Evidence and strategic planning		Nov. 17	
	Dec. 16			Dec. 15	
2021 (FY 21)	Jan. 20		2022 (FY 22)	Jan. 19	
	Feb. 17			Feb.	
	Mar. 17				
	Apr. 21				
	May 19				
	Jun. 16				
	Jul. 21				
	Aug. 18				
	Sep. 15				

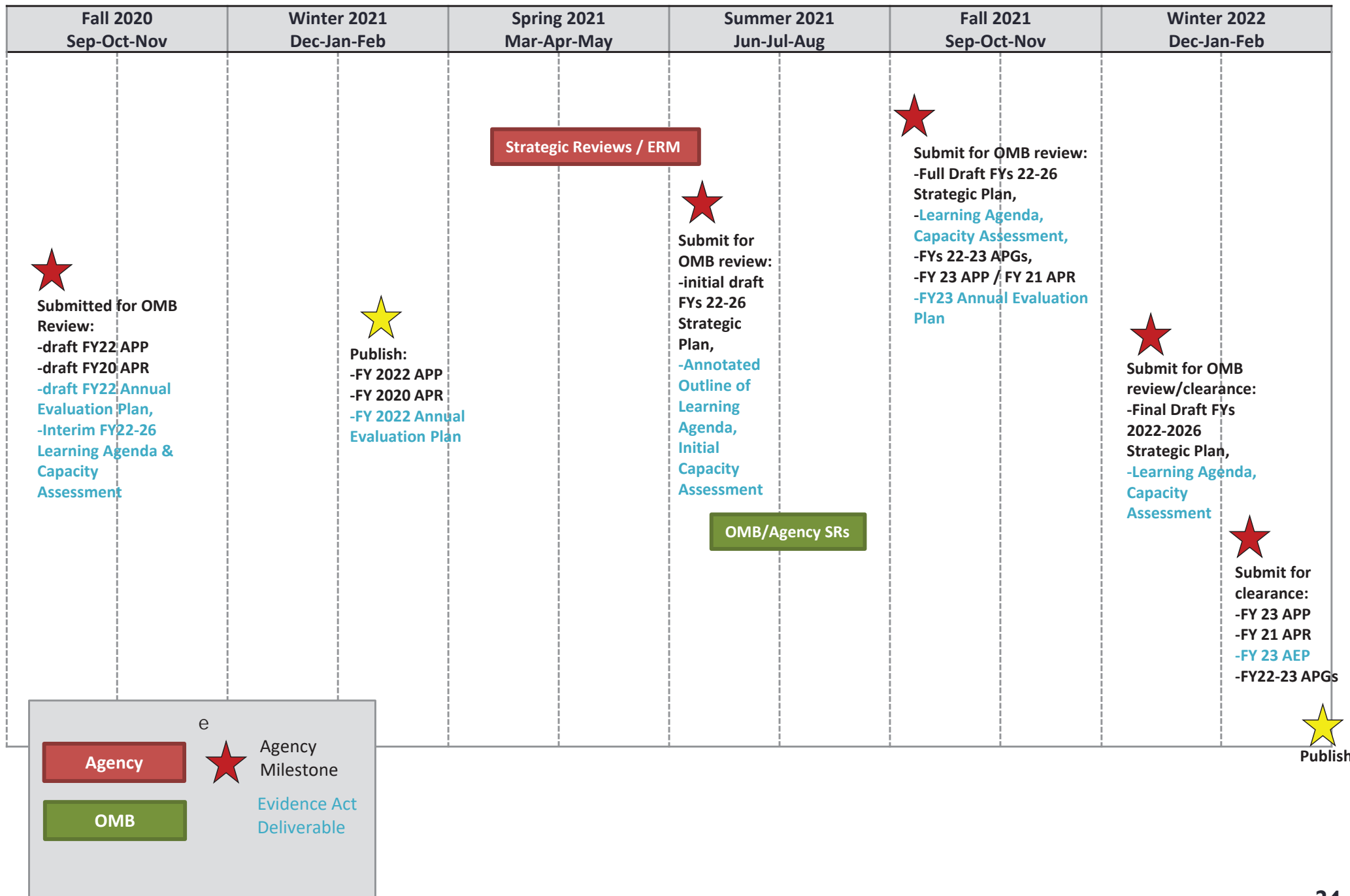
Strategic Planning Working Group

Developing an Agenda and Programming

- **Sharing approaches and best practices across agencies and learning from outside experts.**
 - timelines, sequencing
 - resources/staffing
 - governance/leadership
 - stakeholder engagement
 - developing strategic objectives
 - strategic foresight
 - environmental scanning
 - enterprise risk management
 - logic models
 - evidence-based methods
 - other (not listed)
- **OMB/government-wide policy.**
 - Timeline
 - Guidance for draft submissions
 - OMB RMO/EOP policy council role
- **Collaborating on cross-cutting strategy development.**
 - Suggested areas (e.g., food security).



2020-2021 Organizational Planning Timeline





FYs 2022-2026 Strategic Planning Timeline

ate	cti
	Agencies submit initial draft components of the Strategic Plan covering FYs 2022-2026 for OMB review. Specific components of the high-level draft Strategic Plan submissions include: <ul style="list-style-type: none">-Draft Strategic Goals;-Draft Strategic Objective areas; and-Draft Mission Statement (if available)-Annotated Outline of Multi-Year Learning Agenda and Initial Draft Capacity Assessment
e t c c rre t et	Agencies submit for OMB review: <ul style="list-style-type: none">-Full draft of FYs 2022-2026 Strategic Plan that incorporates the detailed content requirements-Full Draft Learning Agenda and Capacity Assessment-Draft goal statements for FYs 2022-2023 Agency Priority Goals statements-Draft FY 2023 Annual Performance Plan-Draft FY 2023 Annual Evaluation Plan
	Agencies receive feedback from OMB on: <ul style="list-style-type: none">-full draft submission of FYs 2022-2026 Strategic Plan, including multi-year Learning Agenda, and Capacity Assessment-FYs 2022-2023 APG goal statements-FY 2023 Annual Performance Plan-FY 2023 Annual Evaluation Plan

ate	cti
ec	Final draft FYs 2022-2026 Strategic Plan, to include Learning Agenda and Capacity Assessment, submitted to OMB for clearance
a	For final OMB clearance, agencies submit: <ul style="list-style-type: none">-FYs 2022-2023 APG goal statements-FY 2023 Annual Performance Plan-FY 2021 Annual Performance Report-FY 2023 Annual Evaluation Plan
e	Concurrent with the President's FY 2023 Budget, ish <ul style="list-style-type: none">-FYs 2022-2026 Agency Strategic Plan (includes separate sections detailing the agency Learning Agenda and Capacity Assessment)-FY 2023 Annual Performance Plan-FY 2021 Annual Performance Report-FY 2023 Annual Evaluation Plan-FYs 2022-2023 APG goal statements

Performance updates

Performance Management Line of Business (PMLoB)

- For the last few years, 15 agencies have received services from the PMLoB which operates Performance.gov, through a \$79,800 annual contribution. These agency contributions are intended to cover the Operations and Maintenance costs of Performance.gov (which include hosting and security) and other activities to enhance the website and communication channels.
 - **FY 2018 Contributions**: Contribution amounts for FY 2018 remained unchanged from FY 2017 levels at \$79,800
 - **FY 2019 Contributions**: Proposed agency contribution amounts for FY 2019 will remain unchanged from FY 2018 levels at \$79,800

Key focus Areas for Performance.gov in FY19

Communications

- Increase in communication through new channels including Twitter and LinkedIn. Twitter handle is @PerformanceGov
- Publishing more success stories, headlines and agency accomplishments on the site

Data

- New data visualization tools through GSA's D2D portal for audiences to dive deeper into CAP goal related data that is posted on a quarterly basis
- Exploration into data maturity models, common data schema and high value data sets that can be posted on Performance.gov

Performance updates

PMLoB Agency Contributions for Budget Planning

Agency	FY 18	FY 19
Department of Commerce	\$79,800	\$79,800
Department of Defense	\$79,800	\$79,800
Department of Housing and Urban Development	\$79,800	\$79,800
Department of Agriculture	\$79,800	\$79,800
Department of Education	\$79,800	\$79,800
Department of Energy	\$79,800	\$79,800
Department of Health and Human Services	\$79,800	\$79,800
Department Homeland Security	\$79,800	\$79,800
Department of Interior	\$79,800	\$79,800
Department of Justice	\$79,800	\$79,800
Department of Labor	\$79,800	\$79,800
Department of State	\$79,800	\$79,800
Department of Transportation	\$79,800	\$79,800
Department of Treasury	\$79,800	\$79,800
Department of Veterans Affairs	\$79,800	\$79,800



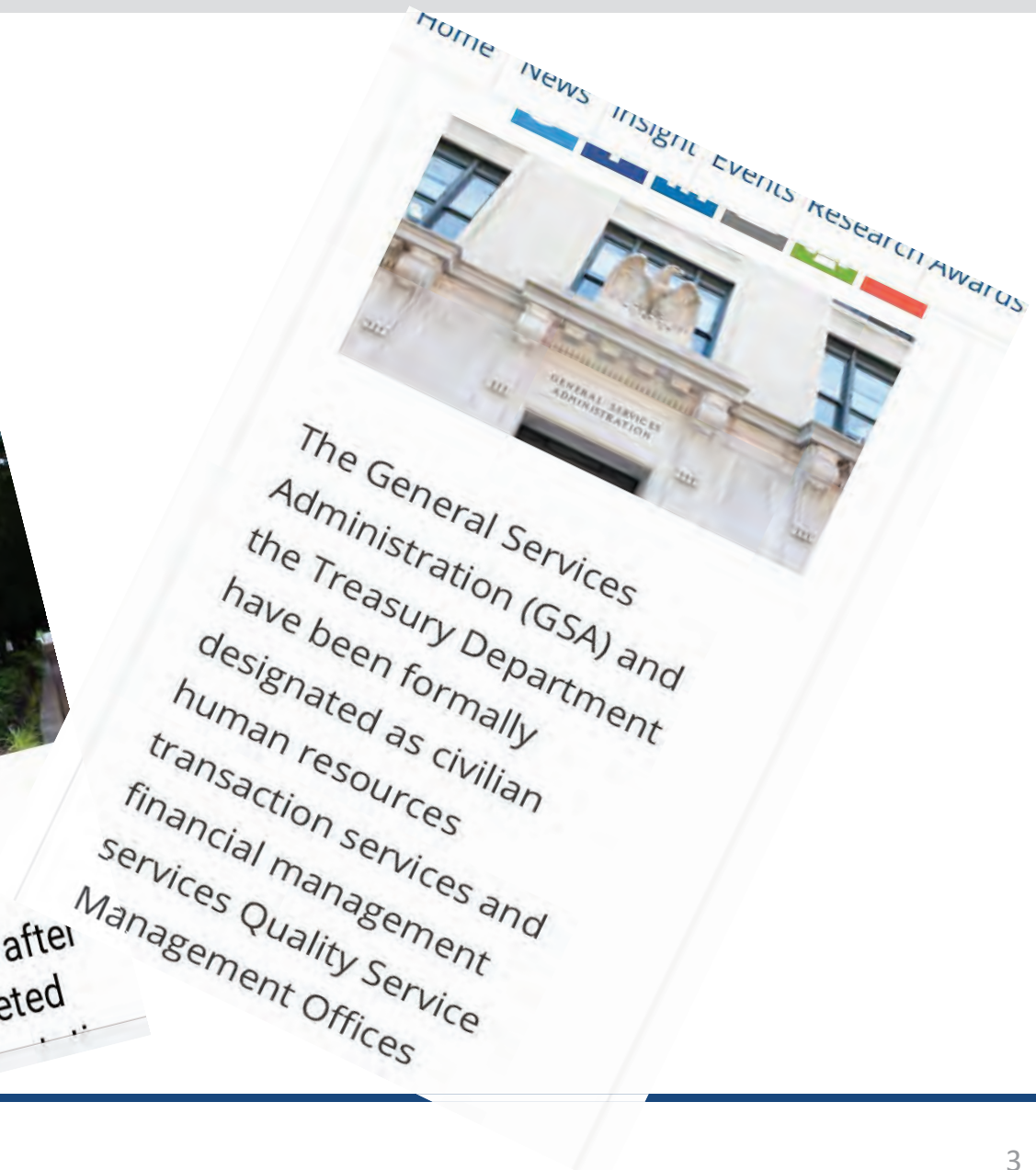
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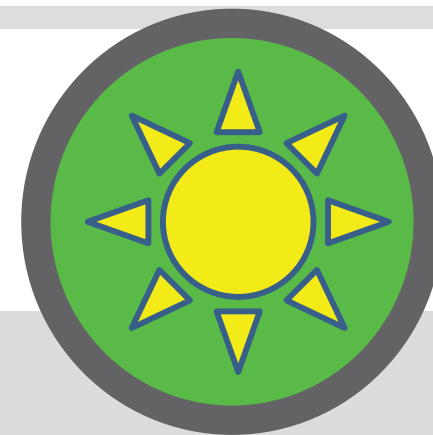
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Benefits of NewPay

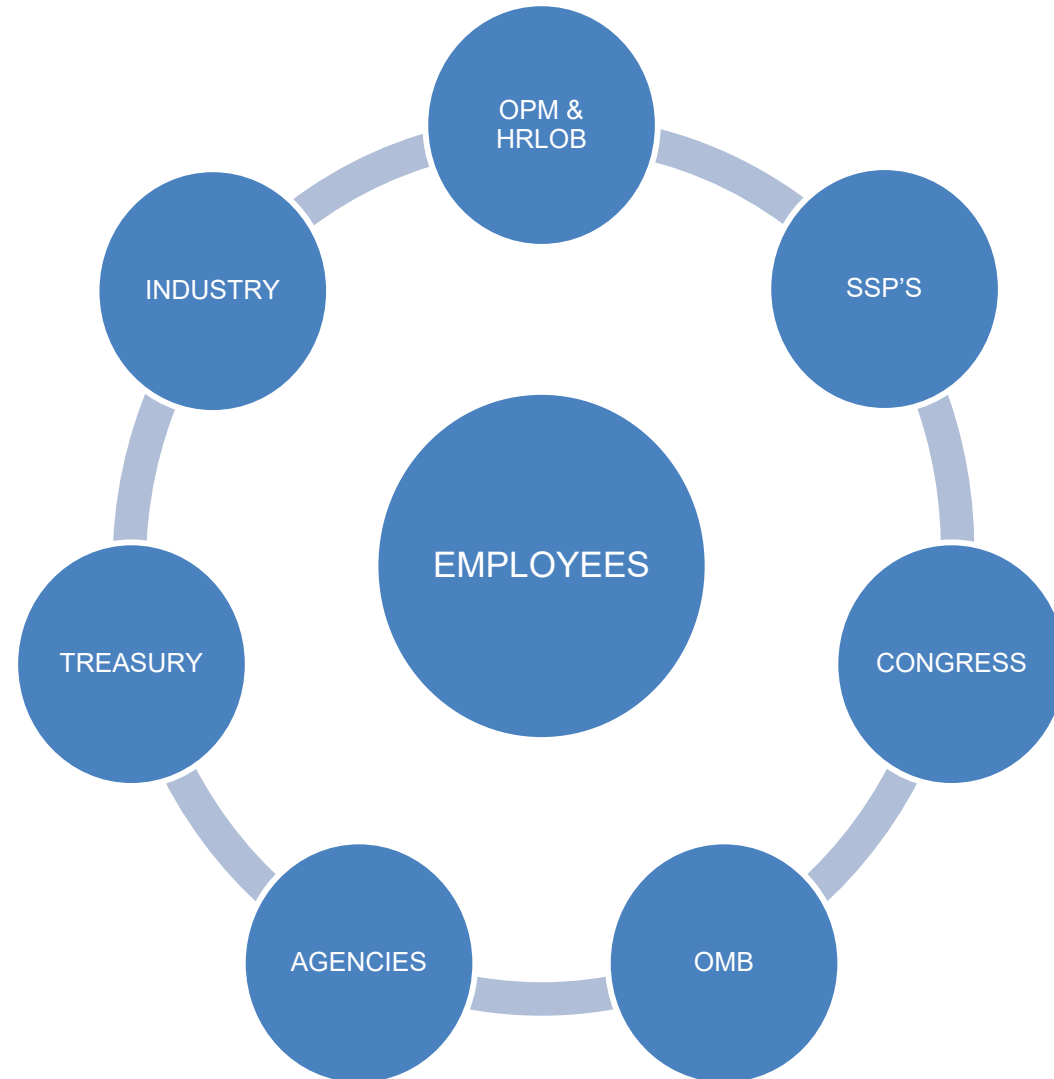
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- ✓ Engagement with QSMO Community
- ✓ Payroll Community of Practice
- ✓ Briefings for OMB and Hill as needed

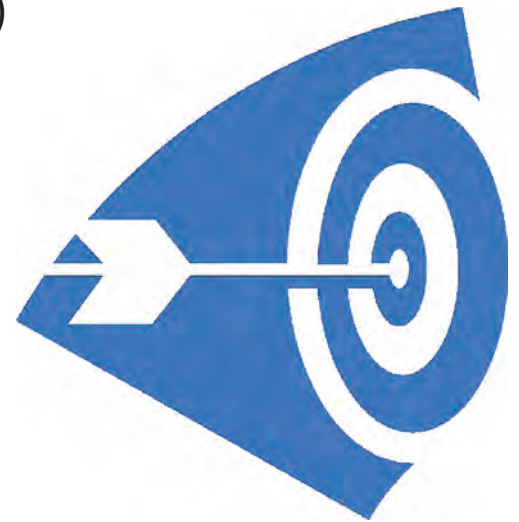




Operationalizing Data Standards

- Using data standards means that the data can be repurposed to solve emerging business problems/opportunities
- Using data standards means that the data is commonly understood, has common definition, and is interoperable
- We recognize the importance of data standards into the process of delivering a common experience for 2.2 million employees
- We recognize the importance of the interconnectivity with other human resources data, financial data, tax data, and other domain data
- We recognize that the path to an E2E modernization is through the use of data standards

- Target baseline – Configure 65 most common pay plans (~ 89% of fed exec branch employees)
- Phased testing/validation approach to address requirements of the 65 pay plans:
 - Minimal viable product (MVP) will reflect the phased configuration strategy
 - General schedule; (~ 68% of fed exec branch employees)
 - GSA/GSA customers;
 - SSP common pay plans;
 - SSP-specific pay plans;
- Disciplined approach to testing and development*
 - Incremental approach to testing
 - Technical milestone reviews (e.g. TRR, IATT, ORR)
 - Robust testing, including SSP data and ~2000 user acceptance stories to validate/test and deliver MVP
- Vendors solutions must be FedRAMP compliant to protect PII



* Receiving data from every SSP is critical to effectively testing all plans.



NewPay Workstreams and Current Activities

Support Strategic Objective

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STRATEGY AND GOVERNANCE

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Opportunities for Agencies to Plan and Prepare

- ❑ Work with your SSPs now to determine transition timing, impacts to processes and systems, and FY21-FY24 budget estimates; if payroll/WSLM modernization plans are on the horizon, reach out to the NewPay QSMO
- ❑ Items for Agency Assessment Include (but not limited to)
 - What is most urgent business need - Payroll or Payroll and WSLM/Time and Attendance
 - What type of agency software is being used now to support either of these business capabilities
 - Do you have legacy technologies at your agency which support either of these business capabilities
 - What are your business processes supporting these capabilities today
 - How much time/notification must be given to your current SSP to indicate a move to NewPay
 - Which pay plans support your current workforce – are there any unique statutory/regulatory requirements associated with those pay plans
 - Agency IT modernization strategy – what is your timeframe and funding model to plan, prepare and migrate
- ❑ Participate in existing SSP customer forums to understand SSP-specific plans to migrate toward NewPay
- ❑ Reach out to the NewPay team if you want to learn more [--newpayteam@gsa.gov](mailto:newpayteam@gsa.gov) or amy.haseltine@gsa.gov

What We Have Learned

- 
- A blue starburst graphic with multiple points, containing a list of five items.
- 100% learning
 - Transparency
 - Partnership
 - D3
 - Resilience



- While technology may be part of the solution, it is only one part of the challenge
- Verification that benefits of modern technology are driven by policy, process and standards
- Range of interpretation of policy, process, and decision making authority
- Iterative technical development ensures continuous learning, identifies challenges early to ensure overall progress
- Importance of the 5 Cs – customers, clarity, communication, continuous learning/change, C-Suite
- Embrace, understand, plan to mitigate risk



THANK YOU!

The background of the slide is a photograph of a grand, classical building with several large, white, fluted columns. The building has a high, ornate pediment with intricate carvings. The sky is visible in the upper left corner, showing some clouds. The overall tone is professional and institutional.

OPPORTUNITY

A new way to understand short-term progress

Progress toward agency priority goals is difficult to track and summarize across our strategic portfolio.

2 key changes to the APG reporting template will enable an ambitious redesign of how we present and analyze progress.

NEW

Record KPI progress in a common format

Goal targets

In the table below, please repeat the key metrics included in the goal statement (previous slide) that will be used to track progress.

Baseline at this date each quarter

Achievement statement		Key indicator(s)	Quantify progress			Frequency
Repeat the achievement statement from the goal statement on the previous slide		A "key performance indicator" measures progress toward a goal target	These values enable us (and you!) to calculate % complete for <u>any</u> type of target*			When is there new data?
	Baseline	Key indicator	Target value	Current value	Cumulative	Update cycle
00/00/00						

* Even qualitative targets! If the target is to achieve a qualitative outcome, quantify progress this way: 1="Yes, we achieved it", 0="No, not yet"

** As of 10/1/2021

Goal target s

In the table below, please repeat the key metrics included in the goal statement (previous slide) that will be used to track progress.

ease ate this c each arter

Achievement statement		Key indicator(s)	Quantify progress			Frequency
Repeat the achievement statement from the goal statement on the previous slide		A “key performance indicator” measures progress toward a goal target	These values enable us (and you!) to calculate % complete for <u>any</u> type of target*			When is there new data?
	e i	a e i icat r	ar et a e	tarti a e	C rre t a e	U ate c c e
09/30/21	Make an additional 17,800 at-risk housing units healthy and lead-safe	Number of housing units made healthy and lead-safe	0	17800		

* Even qualitative targets! If the target is to achieve a qualitative outcome, quantify progress this way: 1=“Yes, we achieved it”, 0=“No, not yet”

** As of 10/1/2021

Goal target s

In the table below, please repeat the key metrics included in the goal statement (previous slide) that will be used to track progress.

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	e i	a e i icat r	ar et a e	tarti a e	C rre t a e	U ate c c e
09/30/21	Increase charter school student enrollment from 3.29 million to 3.51 million	Charter school student enrollment (in millions)	3.51	3.29		

* Even qualitative targets! If the target is to achieve a qualitative outcome, quantify progress this way: 1=“Yes, we achieved it”, 0=“No, not yet”

** As of 10/1/2021

Goal target s

In the table below, please repeat the key metrics included in the goal statement (previous slide) that will be used to track progress.

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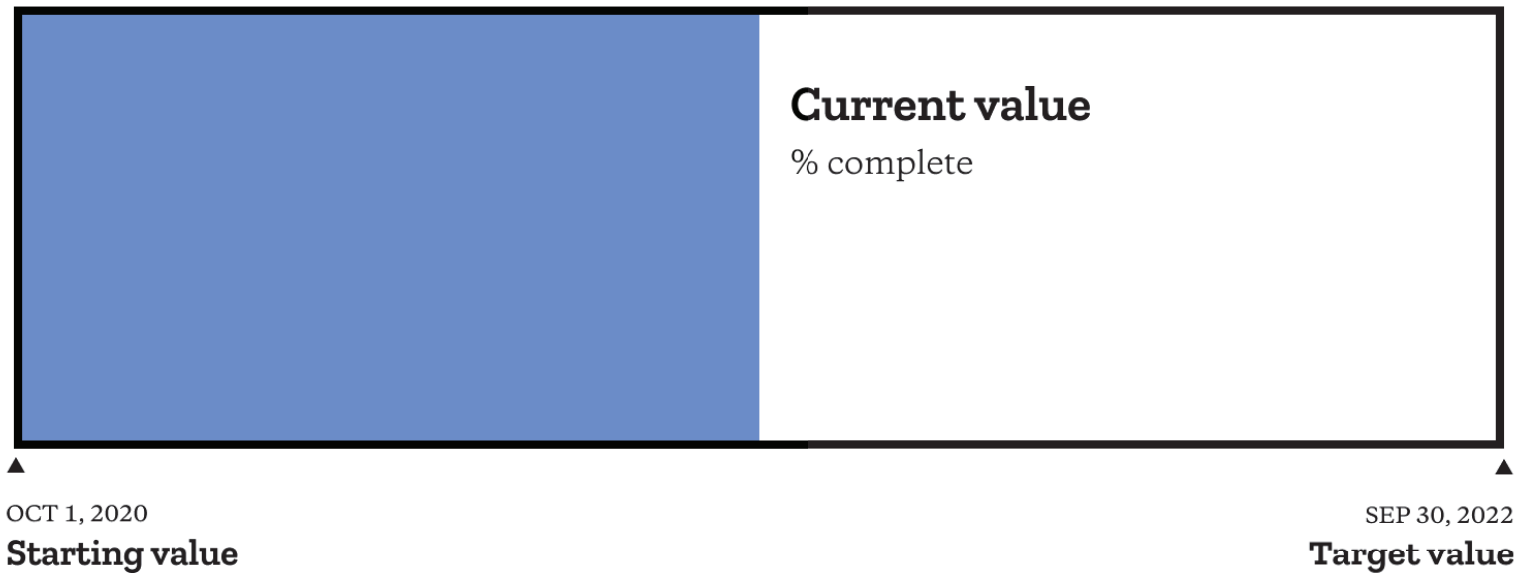
Achievement statement		Key indicator(s)	Quantify progress			Frequency
Repeat the achievement statement from the goal statement on the previous slide		A “key performance indicator” measures progress toward a goal target	These values enable us (and you!) to calculate % complete for <u>any</u> type of target*			When is there new data?
	e i	a e i icat r	ar et a e	tarti a e	C rre t a e	U ate c c e
09/30/21	Achieve SSA initial operational capability	Y/N	1	0		

* Even qualitative targets! If the target is to achieve a qualitative outcome, quantify progress this way: 1=“Yes, we achieved it”, 0=“No, not yet”

** As of 10/1/2021

INSIGHT

Universal KPI reporting



Launch satellite

Not yet achieved



Yes, we achieved it

As of FY22 Q3

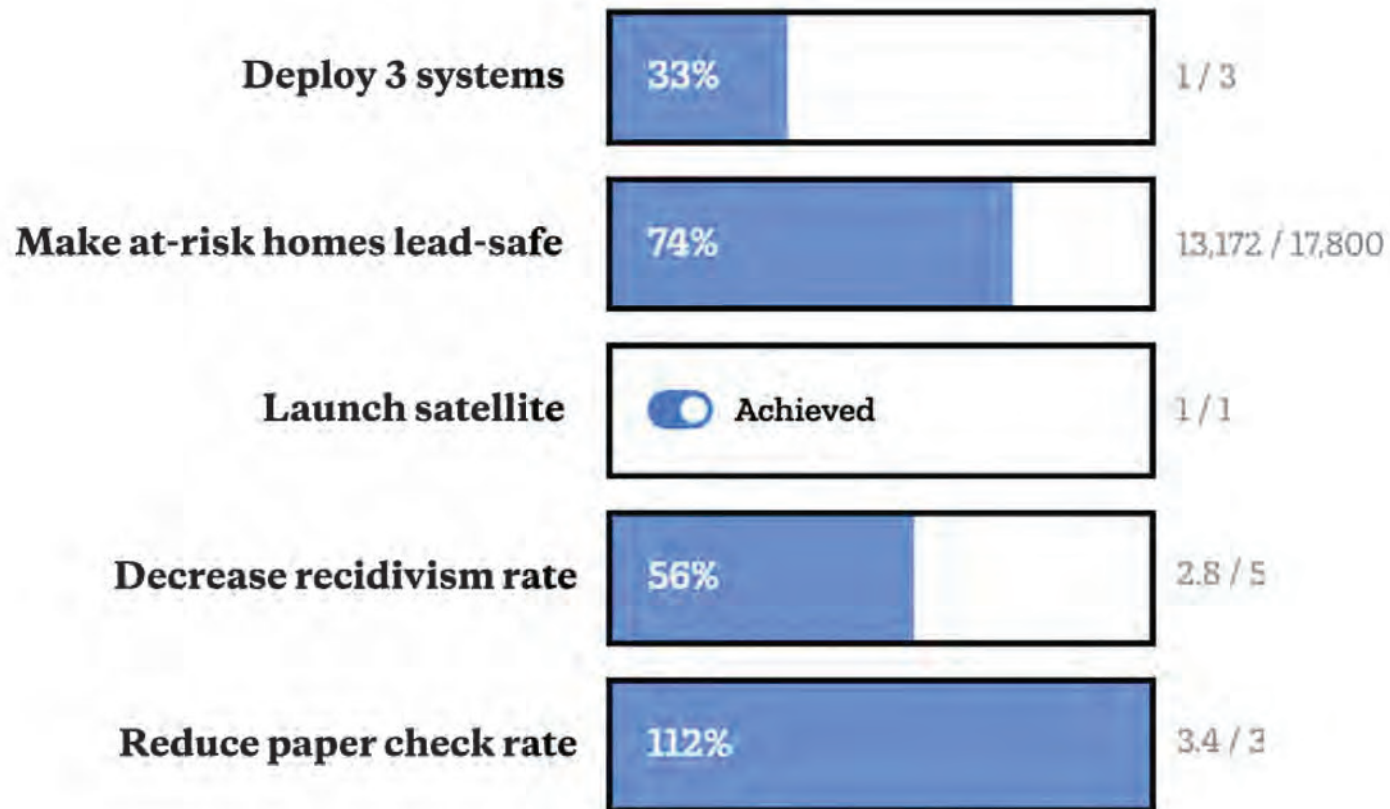
▲
OCT 1, 2020

0

▲
SEP 30, 2022

1

INSIGHT



NEW

Characterize overall goal status in
consistent, intuitive terms



Overall goal status

the ti t that feels most appropriate based on your judgment and the information in this Action Plan. Help people, including leaders and allies, understand the status of your goal at-a-glance



hea

Check if progress toward this goal is ahead of where you expected it to be



trac

Check if progress toward this goal is right about where you expected it to be



e a e

Check if progress toward this goal is delayed—it is behind where you expected it to be but you do not consider it “blocked”



c e

Check if progress toward this goal feels “blocked”—something is preventing the goal team from making meaningful progress

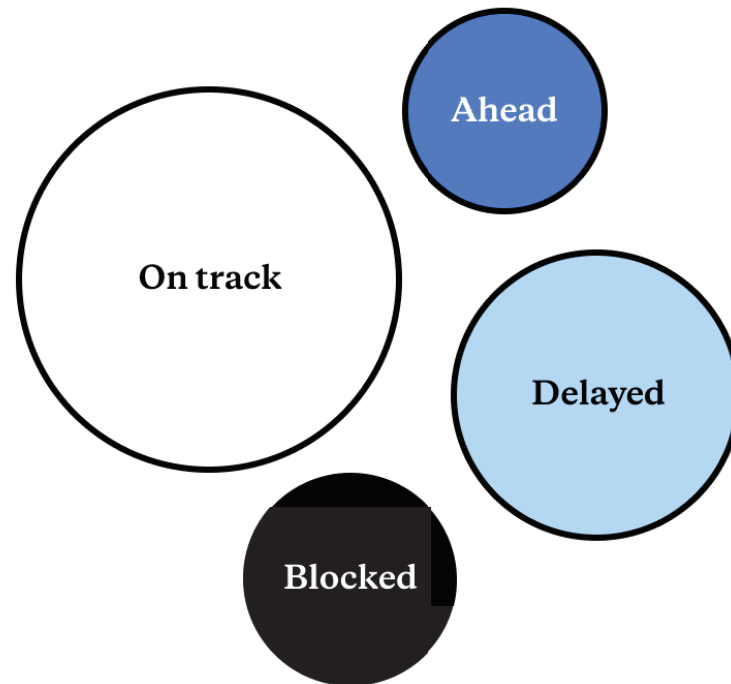
Blocked? What's normal

Saying “We’re blocked” is your chance to put the ball in leadership’s court. It says your team is trying their best but something is in their way—and help removing it would be a breakthrough.

What is causing it for your team (Optional)

Describe your blocker in 1-3 sentences, to the extent you feel comfortable

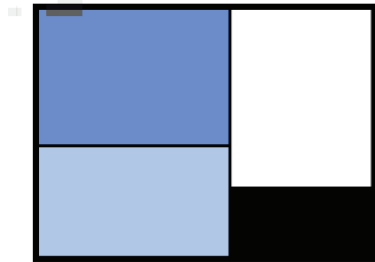
How are things going?



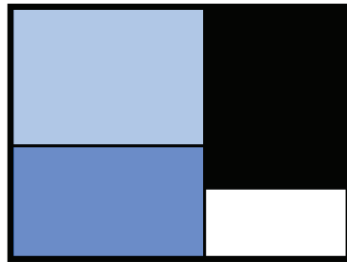
STATE OF THE PORTFOLIO

Goal status by policy area

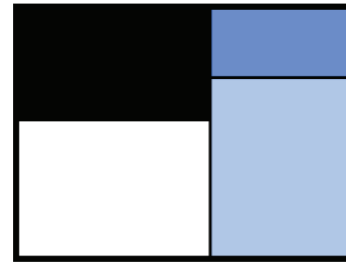
Climate



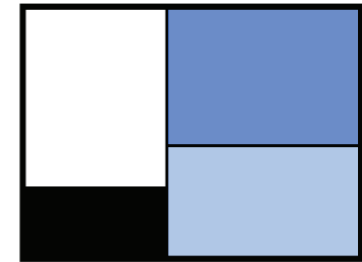
COVID



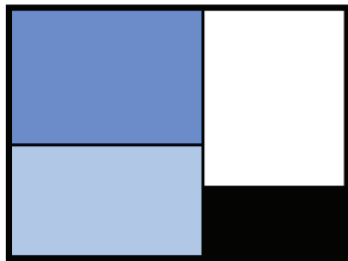
Economy



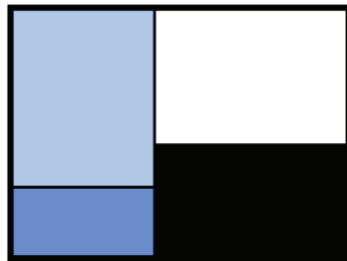
Racial equity



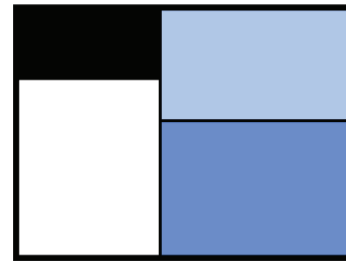
Justice



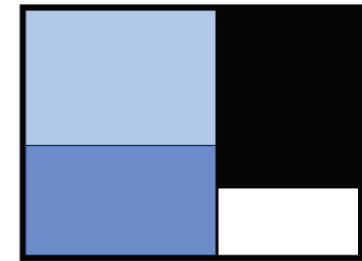
Health



Immigration



Education



An American flag is planted in a tall, conical pile of dark, jagged rocks. The scene is set against a backdrop of rolling hills and a sky transitioning from blue to orange and yellow, suggesting a sunset or sunrise. The flag is waving in the wind.

DEMO

Migration of PIC.gov

Last thing: we've made significant progress migrating PIC.gov to performance.gov

PIO Council Meeting

September 2018



PIO Council Meeting Agenda

- **OMB/PMA Updates**

- CAP Goal 4 – Progress Update on Customer Experience efforts
- CAP Goal 6 – Burden Reduction: *Shifting From Low Value to High Value Work* (M-18-23)
- Program Management Policy Council (PMPC) meeting on Thurs, Sept 27
- Gears of Government Awards Program (M-18-17)
- FY 2018 Q3 Progress Update
- Government Effectiveness Advanced Research (GEAR) Center

- **Strategic Reviews**

- Summary survey results, options for 2019, and discussion

Strategic Reviews

2018 Lessons Learned, Options for 2019



2018 Strategic Reviews

Guiding Principles:

- Venue that facilitates discussion between OMB and agency senior leadership on strategic decisions, management priorities, challenges and risks
- Comprehensive of Administration priorities and management initiatives developed throughout the 2017 transition and Administration's first full fiscal year budget process

Focus for 2018:

- Part 1: Mission Assessment, which included an assessment of progress being made towards accomplishing each of the agency's strategic objectives and required identifying a minimum number of objectives into one of two categories – noteworthy progress or focus area for improvement.
- Part 2: Risk Assessment, which included an update from agencies on actions taken to address items on the GAO High Risk List as well as a discussion of significant risks facing the agency that could impact the achievement of strategic and performance goals.
- Part 3: Management Priorities, which would structure the submission of agency updates in key management areas and priorities supporting implementation of the President's Management Agenda or other agency/Administration initiatives.

Summary Results

Agency Survey Results

Topic	Agree/Yes	Neutral/ Not sure	Disagree/No
Analysis generated through internal SR process was valuable	69%	16%	15%
SR process will help improve performance or mgmt at agency	58%	22%	20%
Recommend continuing to conduct internal SR process next year	84%	6%	9%
SR meetings with OMB were valuable	51%	27%	22%
Pre-SR meeting interactions with OMB were helpful	52%	29%	18%
SR meetings with OMB should continue next year	64%	20%	16%

General agreement that agency internal review is valuable and should continue

Lower perceived value in meetings with OMB

OMB Survey Results

- OMB agrees that meetings not delivering enough value. Only 50% saw meaningful value in the SR meetings.
- OMB continues to see opportunity. 77% of OMB staff recommends keeping the meetings next year.

Options for 2019

A few options under consideration for 2019:

- 1) **Status Quo**: Primary focus on Summary of Findings, including discussion of operational risk to goals and objectives and limited number of Administration priorities
 - Pros: Stability of policy; ability to tailor agenda to meet OMB/agency focus areas
 - Cons: Engagement consistency challenging
- 2) **Management Focus only**: Focus on assessment of primary management functions and priorities (e.g., FedStat)
 - Pros: Allows for more focused, deep-dive discussions into two/three management areas
 - Cons: Focusing on management functions risks potential to “crowd-out” discussion of progress towards mission/service-oriented agency goals and objectives
- 3) **Cross-cutting Areas**: Hold joint-agency reviews on a select number of OMB/agency identified cross-cutting policy areas
 - Pros: Novel approach that meets a demand for tackling cross-cutting policy areas
 - Cons: Consensus on identified cross-cutting areas to examine during the review; untested approach not necessarily aligned to agency strategic plans

Are there other options that should be considered?

Other Questions for Discussion

- How would changing the focus of meetings impact the stability of agency's internal assessment process?
- What is the appropriate level for OMB/agency meeting (e.g., OMB Director / Agency Head; OMB DDM, Deputy Director / Agency DepSec)?
- Should the focus for the review change based on the strategic plan's current point in an Administration's tenure? Is there an opportunity to better align the process with the agency's strategic plan implementation cycle?